

NEWS: Computer Associates CIO Kevin Kern used to work at SAP. Now he's installing its apps. **PAGE 6**

OUR TAKE: In naming a 'CEO-elect,' CA missed a chance to send a message of stability, says Don Tennant. **PAGE 20**

COMPUTERWORLD

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cool
stuff

Here's our annual look at the best new gadgets, from serious PDAs to exotic gizmos for techies of all ages. **Page 23**



Users See Slow Progress On Microsoft-Sun Alliance

Vendors provide first update on joint efforts

BY CAROL SLIWA

The progress report that Microsoft Corp. and Sun Microsystems Inc. issued last week

on their joint initiatives left some IT managers and analysts wondering when or if the long-term collaboration that the two companies have promised will produce any substantial results.

Executives from the one-


time bitter rivals cited collaborative efforts in areas such as Web services standards, identity management, storage and the optimization of Windows for Sun hardware (see chart, page 53). But much of the work is ongoing, and Microsoft and Sun didn't provide details about any major technology pronouncements that may be forthcoming.

"My expectation on them producing deliverables is very low," said Emanuel Joseph,

Collaboration, page 53

ADDITION BY ACQUISITION

Sun buys a vendor to broaden its IT services offerings beyond Solaris:

 **QuickLink 51122**
www.computerworld.com

Data Center Gains May Imperil Jobs

Gartner says half of IT operations positions could vanish in 20 years; users aren't so sure

BY PATRICK THIBODEAU
LAS VEGAS

In an eyebrow-raising forecast that was met with a mix of skepticism and nonchalance by some IT managers, Gartner Inc. analysts last week predicted that as many as 50% of the IT operations jobs in the U.S. could disappear over the next two decades because of improvements in data center management technologies.

Gartner analyst Donna Scott said at the consulting firm's annual data center conference here that IT workers face a sit-

uation similar to the one that the manufacturing industry has experienced over the past several decades. Increased standardization of IT systems, applications and processes

will lead to productivity improvements and a major shift in the skills that are needed, according to Scott.

"There will be more room to automate, and

that means there will be reduced labor cost," she said.

IT operations, which encompass functions such as systems administration, inci-

Data Center, page 16

INSIDE

Columnist Frank Hayes says IT's future isn't so easy to predict. **Page 54**

Lack of Tests Could Block Virtualization

BY PATRICK THIBODEAU
LAS VEGAS

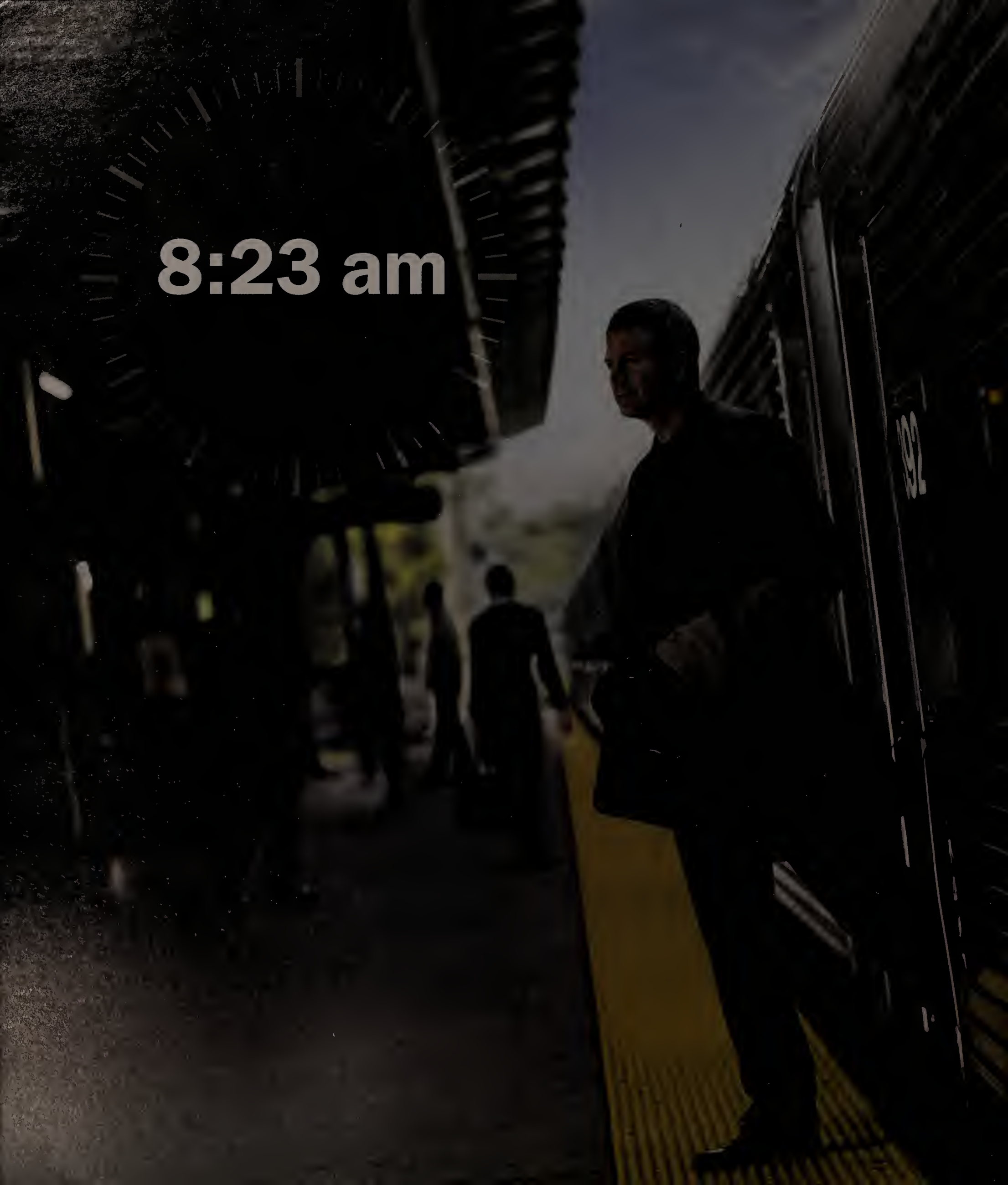
Server virtualization technology is expected to play a big role in increasing CPU utilization rates on x86-based servers in the next few years. But attendees at Gartner Inc.'s data center conference here last week

said one potential roadblock is the need to test packaged applications on virtualized systems.

That issue could put relationships between users and software vendors to the test if vendors are reluctant to troubleshoot their applications on servers running virtualization software, according to Gartner analysts and IT managers who were at the conference.

Tony Fernandes, vice
Testing, page 16

8:23 am





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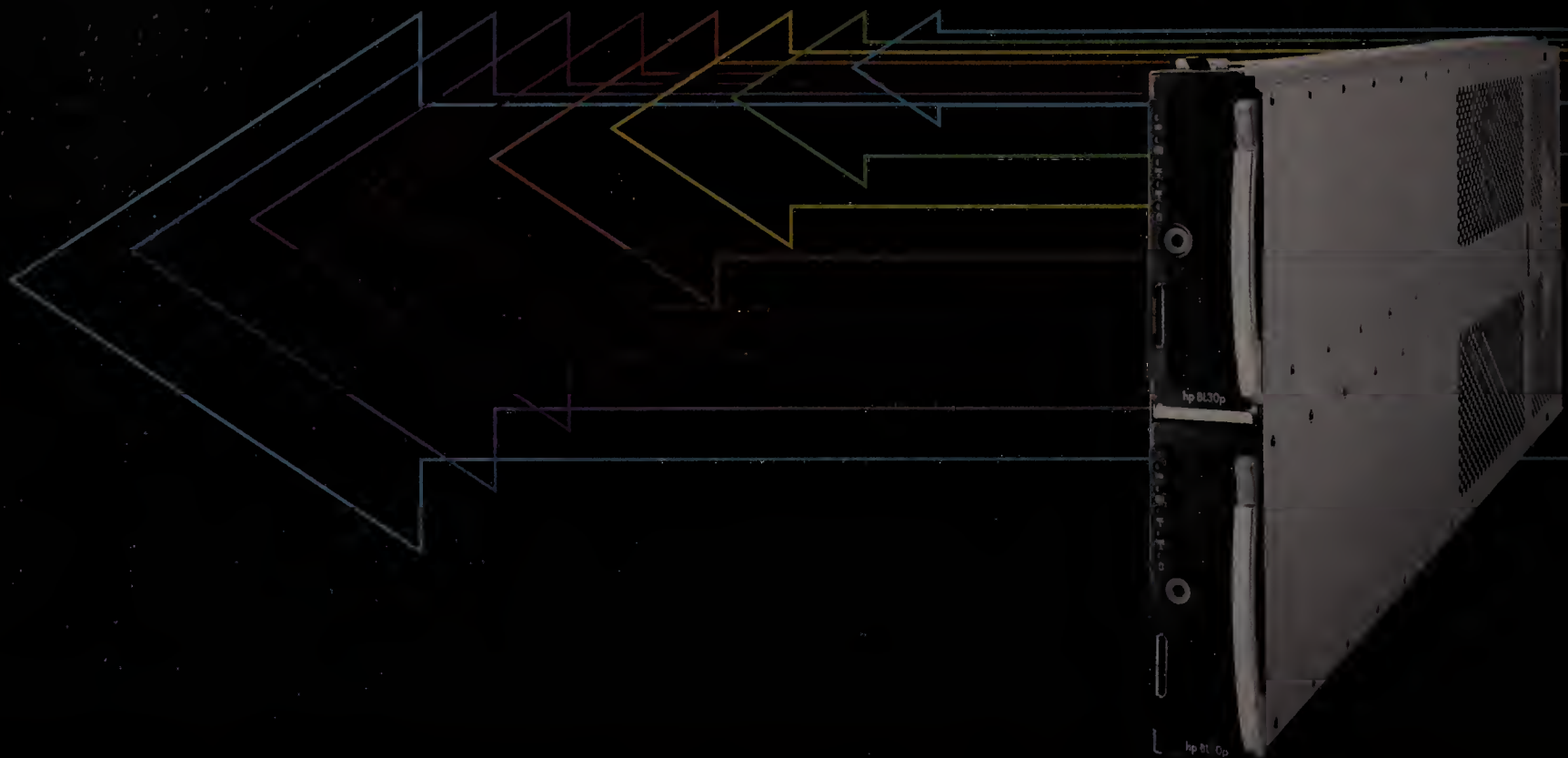
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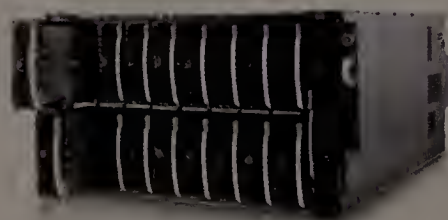
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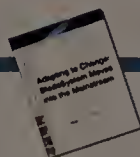
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CONTENTS

12.06.04



OPINION

802.11n's Pregame Show

Robert L. Mitchell has had it with WLAN products that imply compliance with the still-nonexistent 802.11n standard. **Page 34**



Out of Sync

In the Management section: Global data synchronization will speed up and simplify the supply chains of retailers and manufacturers all over the world, but early efforts to work out the logistics, technology and politics have been complicated and costly. **Page 37**

NEWS

- 6 **CA selects SAP's software** for its global ERP system.
- 7 **The spread of** instant messaging in the financial services industry causes IT headaches.
- 7 **E-voting problems** force a North Carolina county to hold new voting in January.
- 10 **Successful CIOs have** business acumen and the ability to deliver results, IT execs say.
- 10 **New IT services management** tools give administrators a more comprehensive look at their systems.
- 12 **HP readies its "virus throttler,"** a tool designed to "cage and suppress" computer viruses.
- 12 **Cisco, HP and Alcatel** are all releasing new 10 Gigabit Ethernet switching products.
- 14 **Global Dispatches: Tony Blair** threatens to jail anyone who messes with the U.K.'s planned ID card database.
- 14 **Storage vendors test** the interoperability of Serial Attached SCSI and Serial ATA disk drives.
- 18 **Oracle unveils** updates of BI tools, a content manager and other apps at OpenWorld.
- 19 **Q&A: CA's CEO-elect** talks about the challenges he's facing and his early plans for the embattled software vendor.
- 53 **IBM adds** Web services support to CICS Transaction Server.

TECHNOLOGY

- 23 **Cool Stuff.** Our annual look at high-tech gizmos that might make good holiday gifts reveals portable communications and computing tools, home audio and video systems, toys for techie kids and lots more for gadget mavens of all ages.
- 30 **Future Watch: Riding the Grid Wave.** In an interview, grid technology expert Wolfgang Gentzsch says that grids are coming in three waves, and we are just beginning the second wave — the corporate one. Eventually, there will be no difference between the Internet and "the grid," he tells *Computerworld*.
- 32 **Security Manager's Journal: The Password Is: Useless (Probably).** C.J. Kelly finds that her company needs to adopt — and enforce — a new, stricter password policy. Could passphrases and single sign-on be the answers?

MANAGEMENT

- 42 **Think Tank.** A good help desk can boost office productivity by 2%, a benchmarking firm says; a book titled *The New CIO Leader* might help you crack the inner circle of the executive suite; and IT does matter — in Europe.
- 44 **Career Watch.** Too many top executives add too little value; the boom in security hires continues; economic indicators don't have to be boring; and security is where the jobs are.

OPINIONS

- 8 **On the Mark: Mark Hall** talks to a security software vendor that's readying technology that just might help IT managers protect end users from their most dangerous enemy — themselves.
- 20 **Don Tennant** thinks CA missed a perfect opportunity to assure users that it had finally gotten its management act together when it named its next CEO.
- 20 **Thornton A. May** says war — info war — is being waged in the corporate world, and IT needs good PR if it's to win the hearts and minds of the CEO and board of directors.
- 21 **Pimm Fox** doesn't see how the latest tools in IT's cupboard are going to stop management from making the wrong decisions when it smells profits.
- 46 **Paul Glen** knows that managers thrive on action, but before they dive into plans for next year, he'd like them to reflect on this one.
- 54 **Frankly Speaking: Frank Hayes** has a problem with IT analyst predictions that assume the years ahead will be like those in the past. That's never true for IT.

DEPARTMENTS/RESOURCES

At Deadline Briefs	6
News Briefs	8, 12
Letters	21
IT Careers	47
Company Index	52
How to Contact CW	52
Shark Tank	54

ONLINE

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QuickPoll Results

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Yikes! I Have to Plan an IT Project

After 20 years of writing about technology, *Computerworld's* online managing editor, Sharon Machlis, gets a taste of life on the IT side of the house when she joins a committee overseeing a content management upgrade. This is the first in an occasional series of articles. **QuickLink 51150**

Mistakes Hurt, But Misunderstandings Kill

DEVELOPMENT: iTKO's John Michelsen explains how to improve software quality by advancing development testing beyond merely validating code to verifying that software meets your company's business goals. **QuickLink 51190**

What's a QuickLink?

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AT DEADLINE

Borland Replaces IBM Tools at EDS

Electronic Data Systems Corp. has opted to replace its IBM Rational application life-cycle management tools with Borland Software Corp. tools, said Borland CEO Dale Fuller. Fuller described the deal in a conference call as "a multiyear, multimillion-dollar relationship." EDS late last week confirmed that it buys software from Borland but declined to comment on the deal.

Microsoft Adds New NT Support Plan

Microsoft Corp. announced last week that on Jan. 1 it will begin offering a fee-based custom support program for Windows NT 4.0 Server. The extended support period for the server product is due to expire at month's end. The new program will run through Dec. 31, 2006. Microsoft also plans to offer two years of custom fee-based support for Exchange Server 5.5 after its extended support period ends on Dec. 31, 2005.

Opware Buys Rendition for \$33M

Opware Inc. last week agreed to buy privately held Rendition Networks, a maker of network device automation technology. Opware plans to integrate the Rendition products with its line of IT automation and utility computing software. Once the sale is final, the Rendition R&D operation will remain in Redmond, Wash.

Dell Wins \$700M Pact With Philips

Dell Inc. last week was awarded a five-year, \$700 million contract to provide hardware and managed desktop services to Dutch electronics giant Philips Electronics NV. The contract calls for Dell to manage desktop computers, printers, office networks and applications and to provide technical assistance for 75,000 employees.

CA Picks SAP's Apps For Global ERP System

Says rollout will help it fulfill settlement with DOJ, address accounting issues

BY MATT HAMBLIN

COMPUTER Associates International Inc. last week said it plans to roll out SAP AG's ERP software globally, partly to help meet the requirements of the deferred-prosecution deal CA reached with the U.S. Department of Justice in September.

For CA, the project "is both a business and IT transformation," CIO Kevin Kern said in an interview. "It's the mother of all transformations, affecting just about everything."

Kern said the mySAP ERP software will replace a mix of internal applications affecting four key business areas: core financials, business intelligence, CRM, and e-procurement and sourcing.

A CA spokeswoman said the project could cost \$5 million to \$10 million. A consulting team from Accenture Ltd. will assist CA on the mySAP ERP rollout, which is scheduled to be completed by the end of next year.

Kern, who joined CA in July, said the new ERP system will give executives "unprece-



[The project is] the mother of all transformations, affecting just about everything.

KEVIN KERN, CA's CIO

dent levels of financial transparency" across the software vendor's operations. He noted that one of the purposes of the rollout is to help CA fulfill a significant portion of its agreement with the DOJ, which was designed to let the company avoid prosecution in connection with alleged accounting fraud by former executives in 1999 and 2000 [QuickLink 49647].

The DOJ claimed that CA counted some software sales outside of the fiscal quarter in

which they should have been booked in order to boost its short-term financial results. A unified ERP system should help make the company's accounting procedures more efficient and more visible to auditors, according to analysts.

Too Many Systems

"I'm kind of shocked that CA hasn't installed a big ERP system before now," said Mark Ehr, an analyst at Enterprise Management Associates Inc. in Boulder, Colo. "As a technology company, they've suffered from the 'invented here' syndrome and have in place a mishmash of internal ERP systems, which was probably part of the cause of the accounting problem."

"Of course the new system will improve financials and tighten that up," Kern said, adding that it will also help CA's sales teams to function "much more efficiently and effectively." As part of the agreement with the DOJ, CA said that it would implement an ERP system by the end of 2005. Kern said the project is "well under way," with 80 employees working on it full time.

In one of Kern's earlier jobs, he was vice president of

strategic development at SAP America Inc., SAP's U.S. subsidiary. He wouldn't name the companies that competed with SAP for the ERP project. But he said CA evaluated several prominent vendors and narrowed the list to those that could handle a global rollout before settling on SAP.

CA doesn't use any SAP software now, Kern said. The company has installed a few packaged applications from outside vendors, including PeopleSoft Inc.'s human resources software and a marketing system from Aprimo Inc. Kern said those products will continue to be used for the time being while CA focuses on replacing applications such as Masterpiece, an accounting package that it once owned. CA sold Masterpiece to SSA Global Technologies Inc. in 2002.

Accenture didn't help with the selection of mySAP ERP but is providing a team of 20 workers to assist with the implementation, said Stefan Kampe, a partner at the IT services firm. **51189**

Stacy Cowley of the IDG News Service contributed to this story.

ADDITIONAL COVERAGE

In this issue: John Swainson, CA's CEO-elect, says the company is overcoming its image problems with users. **Page 19**

Online: Visit our Web site for more stories about CA:

QuickLink a1640
www.computerworld.com

CA Looks to Ease Mainframe Management Burden

COMPUTER ASSOCIATES today will release three upgraded Unicenter products that integrate different performance management tools used on mainframes and are designed to make it easier for users to jointly manage mainframes and other systems.

"The mainframe platform presents unique problems, and it is complex, so our strategy is to modernize and simplify the process," said David Hodgson, senior vice president of mainframe sys-

tems product development at CA.

The upgrades are the first in a series of mainframe-related announcements CA plans to make over the next few months, Hodgson said. Mainframe tools "are really CA's historical strength, and we probably neglected them from a development point of view over the last couple of years," he said.

The upgraded products include Release 11 of Unicenter NetMaster, which supports TCP/IP and SNA networks connected to

mainframes and includes new autonomic capabilities for finding network abnormalities. CA is also adding support for IBM's Unix System Services technology to its event management and automation tool for mainframes running z/OS.

In addition, CA is rolling out Release 11 of Unicenter CA-Sysview Realtime Performance Management, which is designed to help IT workers find the causes of reduced z/OS performance. The

new version provides improved management and monitoring of IBM's WebSphere, CA said.

Patrick Barrez, an information systems officer at Fortis NV in Brussels, has beta-tested two of the new products. Barrez said there aren't that many new features, although he noted that CA appears to have given the products a common user interface and made it easier to install and configure them. He said he expects a bigger step forward with Release 12 upgrades that are due next year.

- Matt Hamblin

IM Spread Causing Management Headaches

Financial services firms struggle to comply with regulations, appease users

BY LUCAS MEARIAN

The spread of instant messaging in the financial services industry is causing compliance and technology challenges for IT managers who must not only monitor and archive electronic communications but also root out and shut down unauthorized IM services.

Many IT units are having difficulty managing a plethora of IM systems installed without their knowledge that are used for both personal and important business communications. And user objections to IT's efforts to rein them in are another factor to consider.

For example, Thomas Weisel Partners LLC in San Francisco tried to shut down the use of America Online Inc.'s Instant Messenger, Microsoft Corp.'s MSN Messenger and Yahoo Inc.'s Yahoo Messenger after the Sept. 11, 2001, terrorist attacks. However, user pushback forced the company to adopt monitoring software instead.

"It comes down to some of our institutional customers who required IM as the method to communicate with them," said Beth Cannon, former chief technology officer and now chief security officer at the institutional brokerage.

Thomas Weisel installed IM Auditor from FaceTime Communications Inc. in Foster City, Calif. The program runs on an internal server and monitors IM traffic, flagging any banned words or

phrases while archiving all messages.

More vendors of all sizes, such as Stellar Technologies Inc., which last week unveiled the GEM content-blocking tool, are scrambling to build robust tools to monitor IM for financial firms, which must meet new government regulations requiring that electronic conversations be monitored and recorded.

Two years ago, IM monitoring was almost nonexistent in financial firms. Now it's a key IT function of most banks and brokerage houses on Wall Street, according to research firm TowerGroup in Needham, Mass.

"If they've got IM, they're logging. I can't think of a situation when I've gone into a bank and they're not logging," said Jeremy Condie, senior vice president in charge of business strategy at Thomson Financial LLC in New York.

Thomson, a provider of financial information to banks and money management firms, offers IM management services to clients based on a monitoring tool from IMlogic Inc. in Waltham, Mass.

Most IM monitoring prod-

ucts are gateway devices that sit on the network and monitor all incoming and outgoing messages. Some contain policy engines that search for keywords and alert managers to unacceptable conversations.

Establishing Policies

Marcelo Sciarano, MIS director at brokerage firm Libra Securities LLC in Caledonia, N.Y., said his firm chose an IM monitoring and archiving service from Stellar based on cost and maintenance features. Each quarter, Stellar sends CDs to Libra containing all IM traffic data for that period. Libra's security officer then performs keyword and phrase searches of the traffic.

"If we didn't have to deal with it, we'd be happier," Sciarano said. "But the SEC and [National Association of Securities Dealers] require it."

Many small banks and brokerages and even some large ones have yet to establish policies for internal IM use, despite the difficulties firms face in managing IM, said Sophie Louvel, an analyst at Financial Insights in Framingham, Mass.

Efforts to institute a stan-

IM Growth

IM market revenue in the U.S. is expected to grow:

2004: **\$158.3M**

2008: **\$424.3M**

Enterprise IM per-user licenses are expected to leap:

Today: **10 million**

Next three years: **80 million**

SOURCE: FINANCIAL INSIGHTS, FRAMINGHAM, MASS.

dard enterprise-class IM product, such as IBM's Lotus Sametime, Microsoft's .Net Messenger and Jabber Inc.'s Messenger, rarely work because the more popular systems are used to communicate with customers.

"I've spoken to bank and IT managers, where they found across a global firm 10 to 20 IM applications in different guises. They've spent a lot of time whittling that down to a handful," Thomson's Condie said. "Each pocket in a bank puts their arms up and says, 'Our community is using this, otherwise we're out of touch with our client base.'"

51213

MOST POPULAR

IM Archiving/ Monitoring Apps

IMlogic Inc.

■ IM Manager

Akonix Systems Inc.

■ Akonix L7 Enterprise

DYS Analytics Inc.

■ Collaboration Control

FaceTime Communications

■ IM Auditor

IM-Age Software Inc.

■ IM-Policy Manager

E-voting Woes Force New Election in N.C. County

Touch-screen errors led to loss of 4,400 ballots

BY HEATHER HAVENSTEIN

Voters in one North Carolina county can return to the polls next month to recast ballots that were lost due to a malfunctioning e-voting machine in the November election.

The state's Board of Elections voted last week to allow about 4,400 Carteret County residents whose votes were lost — along with 19,600 who didn't go to the polls — to cast ballots Jan. 11 for the state agriculture commissioner.

That was the only state or local race close enough for the 4,400 votes to make a difference, said Robert Cordle, one of five members of the board. In that race, challenger Steve Troxler has a 2,300-vote lead over incumbent Britt Cobb. The Jan. 11 votes will be added to the November result.

The votes were lost because the touch-screen system could store only 3,000 votes that day, far fewer than the 10,000 the machines should be able to handle, according to the manufacturer, UniLect Corp. in Dublin, Calif.

Poll workers didn't immediately see that the machine had

begun displaying a notice that said it couldn't accept any more votes, Cordle said. The machines don't produce paper copies of the ballots. "As a compromise, we agreed to allow those whose vote was not counted last time to vote, [as well as] anybody who didn't vote last time," Cordle said. "It's a very unusual ruling, and each [candidate] has 10 days to appeal it in court. It may get changed if they do."

The January election will cost the county \$20,000, Cordle said, adding that it will use the same machines used in November but will allow only 3,000 votes per machine.

The state has set up a legislative commission to study e-voting, and election board officials are looking into requiring the use of machines

that produce a paper audit trail, Cordle added.

Will Doherty, executive director of the Verified Voting Foundation Inc. advocacy group, said the problem in Carteret County was the most serious e-voting problem nationwide because of the clear evidence of lost votes.

"At a bare minimum, you have to give people whose votes were lost a chance to vote," Doherty said. "That

At a bare minimum, you have to give people whose votes were lost a chance to vote.

WILL DOHERTY, EXECUTIVE DIRECTOR, VERIFIED VOTING FOUNDATION

is the tip of the iceberg. If Carteret County is going to continue to use electronic voting machines, they should immediately provide a voter-verified paper ballot on the voting machines they use."

Doherty's organization teamed with the Electronic Frontier Foundation to send letters to election officials in eight counties nationwide where voters reported incidents problematic enough to warrant "further investigation, if not full audits, recounts or redos of the election," he said. He hasn't received responses from those counties, which include Broward and Palm Beach in Florida, Mahoning and Franklin in Ohio, Mercer and Philadelphia in Pennsylvania, Harris in Texas and Bernalillo in New Mexico. 51181

BRIEFS

IBM Linux Servers To Support Sybase

IBM has agreed to support and jointly market Sybase Inc.'s Adaptive Server Enterprise database software on its eServer OpenPower Linux servers by early next year. The move extends IBM's support for one of its DB2 software rivals. The agreement could help IBM find new customers in the financial services industry, where Sybase has a strong presence.

EDS Wins \$480M Outsourcing Pact

The provincial government of British Columbia awarded a \$480 million outsourcing contract to Electronic Data Systems Corp. to develop and implement business processes and IT systems. The 10-year deal calls for the EDS Advanced Solutions Inc. unit to coordinate more than 40 revenue systems.

Hackers Mock SCO's Linux Claims

Hackers compromised The SCO Group Inc.'s Web site twice last week, posting messages that mocked the company's claims to own parts of Linux. SCO, a frequent target of online attacks since it filed a lawsuit against IBM last year, acknowledged that the site "experienced two intrusions by a malicious hacker." SCO said it quickly restored the hacked pages.

Microsoft Probes Windows Flaw

Microsoft Corp. last week said it's investigating a security flaw in Windows Server that could allow an attacker to gain control over systems running the software. The flaw lies in the Windows Internet Name Service, a network infrastructure component. Microsoft said it plans to offer a patch to protect against this flaw as part of its monthly update cycle.

ON THE MARK

HOT TECHNOLOGY TRENDS, NEW PRODUCT NEWS AND INDUSTRY GOSSIP BY MARK HALL



Isis Protects Networks From Attacks That . . .

. . . start inside firewalls. And that's most of them, according to the San Francisco-based Computer Security Institute, which estimates that 60% of attacks against networks come from machines within corporate firewalls. As IT managers know all too well, this onslaught of worms and viruses emanates from

clueless employees who insist on opening .exe files promising wealth, health or a stealth look at someone in their birthday suit. Because it's still illegal and probably just plain wrong to shoot those workers, you might instead consider adopting the upcoming Isis security technology from NitroSecurity LLC in Portsmouth, N.H. Isis combines NitroSecurity IPS 4.4, an upgrade that will be available later this month, with the brand-new NitroSecurity ESE, scheduled for release in the first quarter of 2005. The upgrade of NitroSecurity's intrusion-prevention system adds reporting features and drops the IP address from the appliance so it can't

be found and hacked on your network. But the most important new feature, says Bill Clark, NitroSecurity's marketing vice president, is the integration of IPS 4.4 and NitroSecurity ESE, an enterprise security engine that maintains the details of how all computing devices are connected to a network. Together with IPS 4.4, NitroSecurity ESE can quickly locate a device that's being used in an attack and shut off its access to the network by disabling its Ethernet link. That's harder than it sounds, Clark says. External worms arrive via a very small number of WAN ports that can be shut off quickly. But with tens or even hundreds of thou-



NitroSecurity IPS appliance

MATTHEW FAULKNER

sands of internal switched ports to sort through, finding offending desktop systems can take too long. With the god-like powers of Isis, you can banish bad machines faster than you can say "Ra." Or "Rah!" since you'll probably be in a good mood. Pricing has yet to be finalized.

Compliance needs complicate control . . .

. . . of end-user identity and access management procedures. King Moore, CEO of New York-based Secured Services Inc., argues that compliance means not only showing auditors that you know who did what where and when, but being able to prove it in court. That's why its Identiprise 6.0 identity and access management system seals ID-related event logs in a court-admissible, tamperproof file. Identiprise creates a virtual directory that other network-based directories connect to, bridging the myriad of log-on, password and ID-challenge systems that applications use. It also gives single-sign-on access to end users. The new release is due to ship later this month. Pricing starts as low as \$20 per seat.

Stop writing business logic in . . .

. . . IT departments, and make your company's business analysts do it instead. That's the strategy behind the suite of tools offered by RulesPower Inc. in Burlington, Mass. "Software errors don't stem from coding, but from the transformation of business requirements-gathering into code," claims RulesPower founder Steven Minsky. He says it's important to get code creation "out of the IT process" and put it in the hands of business analysts. Training them to write J2EE code seemed like the wrong approach, so RulesPower opted to make the creation of busi-



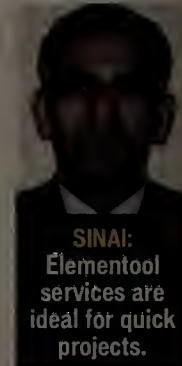
MINSKY: Automate business-rule writing.

ness logic, well, logical and drop-dead simple. The company says RulesPower Process Logic 2.0, which is scheduled to ship in next year's first

quarter, makes it even easier to build if-then scenarios than the pull-down menus and drag-and-drop features in the existing release do. The upgrade includes templates that will let users pick a specific business process, choose a rule or set of rules, click a button and — voilà — have the system churn out compiled J2EE code that can be applied to an application. Pricing starts at \$6,000.

Service provider for software developers . . .

. . . to add online file sharing to its programming tool set. Applying the application service provider business model to a set of development tools, Elementool Inc. in New York next quarter will launch its File Sharing service for corporate coders. Programmers can use the service, which offers check-out and check-in tracking features, as a source code control repository. The ASP already offers bug tracking and time tracking services, each of which starts at just under \$40 per month for an unlimited number of users working on a single project. Elementool CEO Yaron Sinai says the services are ideal for working with outsourcers or for quick-and-dirty projects that don't warrant pricey product investments. ☎ 51169



SINAI: Elementool services are ideal for quick projects.

Your potential. Our passion.[™]
Microsoft



NAME

Mr. 500 Servers
in 156 Countries
Managed from
1 Location



Department of
Foreign Affairs,
Switzerland

"We have 3,000 PCs based everywhere from
Argentina to Vietnam, and now our team can
update them all from headquarters."

Viktor Portmann

Project Manager, Department of Foreign Affairs, Switzerland

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Business Must Be a CIO's No. 1 Priority

Communicating with business leaders, delivering results are key to survival

BY THOMAS HOFFMAN
NEW YORK

CIOs MUST demonstrate a strong command of business requirements and the ability to effectively communicate the business benefits of IT projects, and they must deliver projects as promised to gain the trust and respect of senior management, declared IT executives attending a CIO conference here last week.

By meeting these criteria, effective CIOs are keeping their jobs for longer periods of time at some companies. "CIOs are sustaining [their tenure] longer than in the past

since they have become more business-focused," said Mark Popolano, vice president and CIO at American International Group Inc. in New York. Popolano, AIG's CIO for the past seven years, was a speaker at the Forbes CIO Forum.

"We have to be business people first, strategists second and technologists third," said Ron Ponder, executive vice president of information services and CIO at WellPoint Health Networks Inc. in Thousand Oaks, Calif.

Ponder, who reports to WellPoint President and CEO Larry C. Glasscock, said he never brings an IT spending propos-

al to Glasscock or WellPoint's board without first gaining support from at least one business unit leader. He also attends each of the company's monthly business unit staff meetings to work on better aligning IT with the business.

The growing dependency on technology at businesses can be a double-edged sword for a CIO, according to some officials. For instance, if one of Intel Corp.'s factories stops running because of an IT-related snafu, "you don't come into the [boardroom] to talk strategy; you come into the room to get beaten up," said Stacy Smith, vice president and CIO for the information services and technology organization at Intel.

Still, Smith noted that an

upside to being a CIO at a high-tech company such as Intel is that the CEO has a strong appreciation for the value of technology. After former *Harvard Business Review* editor Nicholas G. Carr's controversial 2003 article, "IT Doesn't Matter" appeared, Intel's CEO disputed the premise in public forums. As a result, Smith was able to "leverage" the CEO's predilection for the value

of IT during Intel's recent budget discussions, he said.

Demonstrating the value of the IT organization to the business is also a crucial element in cementing CIO-CEO relationships. At Xerox Corp., the IT department has been responsible for \$600 million, or one-third, of the \$1.8 billion in cost-cutting that the Stam-



"You've got to be able to achieve stable operations... and deliver on what you promise."

PATRICIA CUSICK,
vice president and CIO,
Xerox Corp.

ford, Conn.-based company has achieved over the past four years, said Patricia Cusick, vice president and CIO.

"You've got to be able to achieve stable operations, communicate in business language and deliver on what you promise," said Cusick, who has been Xerox's CIO for five years.

Sometimes the CIO-CEO relationship is strengthened by the cul-

ture of a company. "I don't have to sell IT projects too often to the CEO and other members of senior management, since we're a close-knit group that does strategic decision-making together," said Bill Kwelty, CIO at Automotive Resources International, a fleet services company in Mt. Laurel, N.J. **51199**

New Tools Show How Systems Affect Business Processes

BY MATT HAMBLIN

Two software vendors today are unveiling packages designed to improve IT services management capabilities in corporations by giving officials greater insight into the relationships between parts of an IT system tied to a business process.

Relicore Inc., a relatively small vendor in Burlington, Mass., will bring out Relicore Clarity Version 4.0. Separately, BMC Software Inc. in Houston will unveil Topology Discovery. Last week, FrontRange Solutions Inc. in Pleasanton, Calif., released IT Service Management, a product built on the Microsoft .Net platform and primarily intended for midsize companies.

All three products aim to meet the needs of companies that have a strong desire to improve oversight of internal processes by following guidelines from the Information Technology Infrastructure

Library, said Mark Ehr, an analyst at Enterprise Management Associates Inc. in Boulder, Colo. The ITIL philosophy calls, in part, for companies to use a centralized configuration management database to store a huge assortment of information about settings on network elements, servers and applications. Such a database would let IT managers see the effect on the system if part of it fails, gains traffic or is reconfigured.

Similar Offerings

Ehr said Relicore, a 4-year-old company with 12 large customers, "is one of the best secrets around." He predicted that its software will be imitated by large management vendors — if the company isn't bought out. He noted that BMC's new Topology Discovery is "very similar" to Relicore's Clarity, but BMC built its application using technology gained by acquiring Marim-

ba Inc. and Remedy Corp.

Kurt Hansel, senior technical officer at J.P. Morgan Chase & Co. in New York, said the bank will move to Relicore Clarity 4.0 at the beginning of 2005. J.P. Morgan has used Version 3.6 for more than a year on 50 servers that run an application called Cash on Line. More than 3,000 financial traders and cash managers use the application.

Clarity 4.0 will work with IBM Tivoli software at J.P. Morgan to give greater insight into system updates, such as a change to a configuration file, Hansel said.

Cheri Tipton, computer systems technician for the city government in Olympia, Wash., said the municipality purchased IT Service Management from FrontRange and will take it live in January. The

new software will help the city be more proactive in handling system problems, she said.

With the old system, Tipton said, "we'd have a problem or incident and nobody knew what to do with it, since the root problem was hard to find." FrontRange will help manage systems used by 650 government employees in 24 buildings, she added.

Steve Balentine, a BMC product marketing manager, said Topology Discovery is the third piece of the Change and Configuration Management product group. The software builds and maintains a network map with application infrastructure information to provide modeling for IT services.

"Understanding the relationships between parts of the infrastructure is the wave of the future," explained Jasmine Noel, analyst at Ptak, Noel & Associates in New York. "It's more than just a map of a business, but a picture of how a business service is using the infrastructure at this minute."

51216

NEW PRODUCTS

Service Management Tools

Relicore Clarity 4.0, shipping now, starts at \$200,000. Supports IBM AIX and SUSE Linux. Offers global mapping of thousands of servers and applications, and integrates with third-party management systems.

BMC Software Topology Discovery is available now; pricing not disclosed. Builds and maintains network maps and application infrastructure dependency maps used by BMC's Service Impact Manager to allow faster responses to problems and improved service levels.

FrontRange Solutions IT Service Management is available now; pricing not disclosed. Includes seven modules for incident management, problem management, change management, release management, availability management, configuration management and service-level management.



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BRIEFS

Cingular Set to Deploy 3G Network

Cingular Wireless LLC last week outlined plans to begin deploying a third-generation network with average data speeds of 400K to 700Kbit/sec. and bursts to several megabits per second on capable devices. Cingular said the recent acquisition of AT&T Wireless Services Inc. provided the company with the spectrum necessary to start building the 3G networks over the next year.

Apache Group May Hire Full-Time Staff

The Apache Software Foundation may soon need to hire full-time, paid staffers to keep up with an increasing load of legal work and fundraising tasks, said Brian Behlendorf, a co-founder and director of the Forest Hill, Md.-based group. A board of nine volunteer members currently runs the not-for-profit foundation, which was set up in 1999. Roughly 1,200 developers are working on about 20 Apache projects.

AOL Adds More IE Support to Browser

America Online Inc. has brought out a preview version of a Netscape Firefox-based Web browser that includes support for Microsoft Corp.'s ubiquitous Internet Explorer browser engine. The new browser lets users easily switch to IE to show sites that don't display well in Netscape's standard Firefox-based configuration.

IBM Signs Pacts, Buys Danish Firms

IBM reached agreements with two Danish companies on outsourcing deals that together are worth more than \$1 billion. IBM signed a five-year agreement with shipping container giant AP Moller-Maersk AS and a 10-year pact with Danske Bank AS. IBM also said it acquired two IT services firms related to the Danish companies, Maersk Data AS and DMDData AS.

HP Revives Plan for Tool to Slow Viruses

'Throttler' meets a need, say analysts, but client tool may be more effective

BY JAIKUMAR VIJAYAN

HEWLETT-PACKARD Co.'s planned launch of so-called virus-throttler software early next year addresses a growing need for tools that can help slow the spread of viruses on corporate networks, IT security analysts said last week. But the effectiveness of HP's approach remains unproven in real-world installations, they cautioned.

HP, which has been testing the virus-throttler software internally since October, said it will make the technology available to users in the form of network drivers for its ProLiant servers and ProCurve switches. The company hasn't named the technology yet, although Virus Throttler is a possibility.

The software looks for vari-

ations in server and network behavior that might signal the presence of a virus or other malicious code. Once suspicious activity is detected, the virus throttler automatically slows it down by limiting the number of outbound connections that an infected system can make, HP said. It claimed that the technology can help limit the network congestion that typically results when infected machines try to propagate viruses to other systems.

"This is not about killing viruses. It's about caging and suppressing them," said Tony Redmond, vice president and chief technology officer at the vendor's HP Services business unit and IT security program office.

"What it does is allow administrators to get a handle on fast-moving threats," said Scott

Crawford, an analyst at Enterprise Management Associates Inc. in Boulder, Colo. "Being able to slow down a virus increases the ability to get an effective response and patch-deployment process in place."

The tool doesn't replace existing antivirus technologies, Redmond said. "What we're doing is catching anything that gets past a firewall or anti-virus software," he explained.

To be truly effective, the

Other HP Security Additions

For small and midsize businesses: New and upgraded products and online security tools, including vulnerability and patch management software for small-business models of ProLiant servers

For big companies and the public sector: OpenView Select Federation identity management software

technology needs to become available at the client level, said John Pescatore, an analyst at Gartner Inc. The volume of traffic on a corporate e-mail server or a network switch, especially in big companies, makes it harder to identify malicious activity than it is when monitoring individual PCs, Pescatore said.

HP first announced plans for the virus throttler last February. But in August, the company said it was indefinitely shelving the software because of compatibility problems with Windows. Since then, the drivers have undergone thorough Windows certification testing and are now in the process of being qualified for commercial release by HP, according to Redmond.

The virus throttler was one of several IT security products and services that HP announced last week. Another new offering is the Security Incident Management Program, under which HP will offer consulting on security issues and provide a vulnerability assessment service called Active Countermeasures to help users identify and fix weak spots in their networks. **51222**

Cisco, Others Expand 10 Gigabit Ethernet Switches

BY MATT HAMBLIN

Cisco Systems Inc. last week added two supervisor engines with 10 Gigabit Ethernet ports to its midrange and high-end switch lines, and Alcatel and Hewlett-Packard Co. both plan to announce new switches that support the technology today.

The rollouts by the three vendors are further evidence that 10 Gigabit Ethernet core switching is poised to move beyond its existing uses in research centers and universities and expand into mainstream corporate applications, said Zeus Kerravala, an analyst at The Yankee Group in Boston.

"Customers want Gigabit Ethernet to the desktop, which

means you need 10 Gig at the core for uplinks and server connectivity," he said.

Clarian Health Partners Inc., a group of three hospitals in Indianapolis, has already installed about 15 of Cisco's Catalyst 6500 core switches with 10 Gigabit Ethernet capability. Now Clarian plans to order more than 200 Catalyst 4500 midrange switches for use in wiring closets on every floor in its 17 buildings, which are being connected by a new OC-192 network, said Tom Jones, a technology architect at the health care provider.

Jones said some of the switches will be used to support high-bandwidth imaging applications in Clarian's cardiology and radiology depart-

ments and will include the new Catalyst 4500 Supervisor Engine V-10GE, which supports 10 Gigabit Ethernet transmission rates.

Necessary Investment

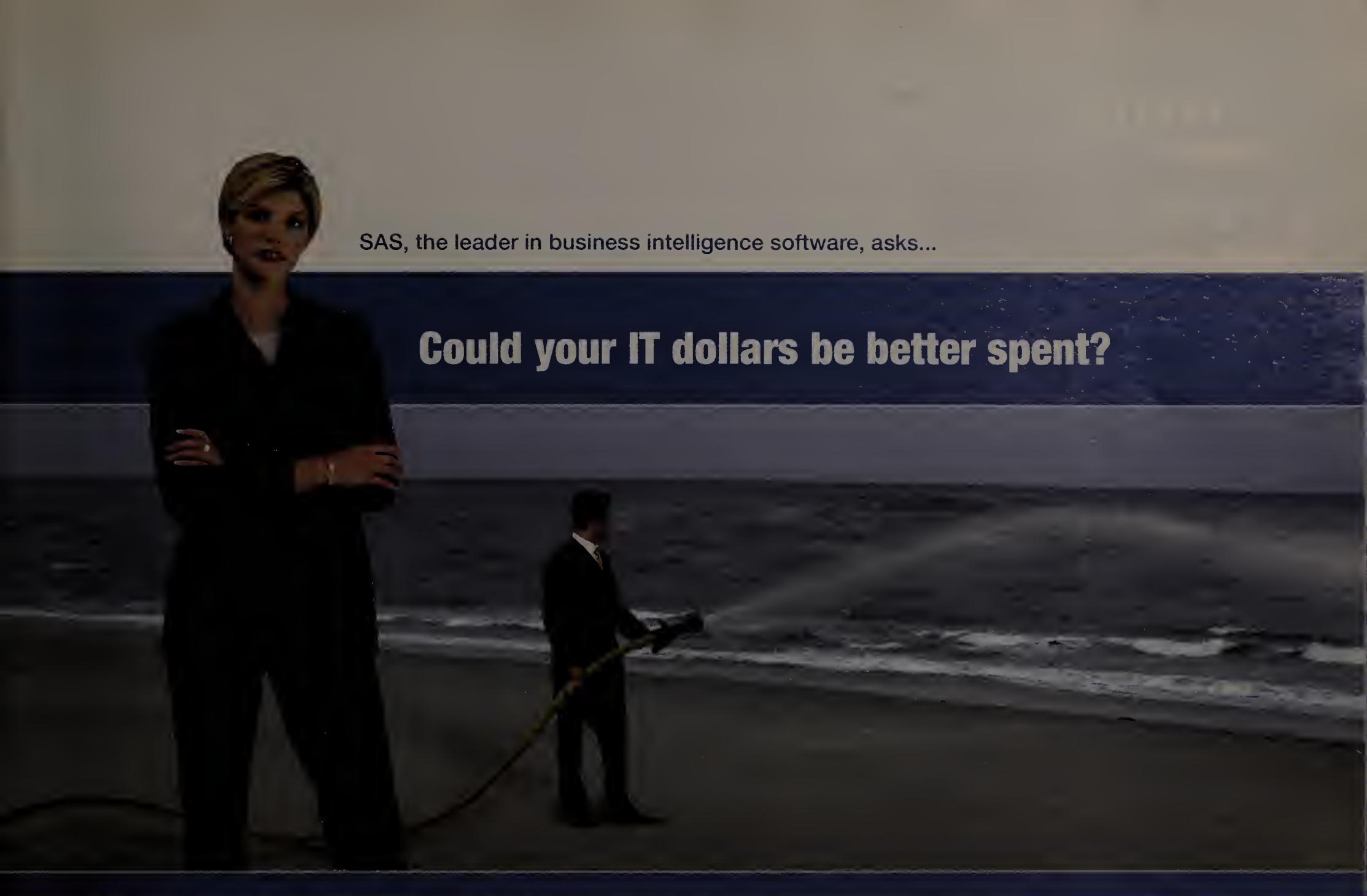
The Cisco products will cost Clarian "many millions" of dollars, Jones said. But the network and a new patient-care system are "the heart of the business," he added. "We had to make this network investment as well as [investments in] servers and applications to be successful."

The new supervisor engine for the Catalyst 4500 is available now and supports two 10 Gigabit Ethernet ports at a cost of \$19,995, Cisco said. The Catalyst 6500 line is also being expanded with an engine that has the same number of ports and sells for \$20,000. It's scheduled to ship in February.

All together, Cisco announced more than 20 higher-capacity switching products for the Catalyst family, as well as Power Over Ethernet capabilities for several existing switches. In addition, the company introduced its first Gigabit Ethernet-capable IP phone, priced at \$845.

HP said it plans to announce the ProCurve Switch 6400cl, a series of six-port stackable switches that support 10 Gigabit Ethernet and are scheduled to ship in the spring at a starting price of \$5,429.

Alcatel will introduce the OmniSwitch 6800 family of Gigabit Ethernet switches with 10 Gigabit Ethernet uplinks. Pricing starts at \$4,495 for the switches, which are available now. A two-port 10 Gigabit Ethernet module is due in February, starting at \$4,995. **51215**



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GLOBAL DISPATCHES

An International IT News Digest

Blair Urges Jail Time For ID Card Abuses

LONDON

U.K. PRIME MINISTER Tony Blair last week tried to quell growing concern over the security of the country's forthcoming national identity card program by threatening jail time for anyone caught tampering with the project's massive database.

The penalty for database tampering would be up to 10 years in prison, and unauthorized disclosures would carry a penalty of two years in prison, Blair said at a news conference here.

The Identity Cards Bill seeks to create by 2010 a system that supports the use of ID cards with embedded chips for storing biometric identifiers as well as personal information about U.K. residents. The data on the chips will include residents' names, addresses, fingerprints, facial scans and iris scans, all of which will also be stored in the government's central database.

Blair said the ID cards would be a powerful weapon in the U.K. government's fight against

terrorism, identity fraud, illegal workers, illegal immigration and illegal use of government entitlement programs such as the National Health Service.

■ LAURA ROHDE, IDG NEWS SERVICE

Aussie 'Green Machine' Recycles Printer Waste

SYDNEY

AUSTRALIANS use 18 million printer consumables per year, and most of the ink-jet and toner cartridges end up as hazardous landfill. But an Australian company has developed a recycling plant that transforms the waste into commercial products.

Close the Loop Ltd.'s (CTL) program, started as an environmental initiative in 1998, is becoming a serious, global business. Its Green Machine facility turns the plastic printer cartridges into "e-wood," a timber replacement product that can be used for fencing, garden materials, playground equipment and office furniture.

Melbourne-based CTL works with more than 3,000 end users, suppliers, government agencies and

GLOBAL FACT

52%
of Australia's IT
workers are unhappy
with their jobs.

SOURCE: COMPUTERWORLD
TODAY (AUSTRALIA)

businesses, and it has set up more than 2,000 collection points for printer cartridges. Even with 38 full-time staffers, the company is working overtime, collecting 300 bags of waste per day, said Melinda Lizza, CTL's business development manager.

■ SANDRA ROSSI, COMPUTERWORLD TODAY (AUSTRALIA)

Philippine Group Seeks U.S. Outsourcing Deals

MANILA

A GROUP OF BUSINESSMEN in the Philippines is creating a holding company that will give financial incentives to U.S.-based Filipinos who market the country as a destination for outsourced business and IT services. The group would pay a fee — for example, 2% of the resulting contract — to Filipino-Americans who successfully refer U.S. companies to service providers in the Philippines.

The marketing and referral initiative is supported by the nonprofit Philippine Small and Medium Enterprises Development Foundation Inc. in Pasay City. Initially, the group will hire a marketing company in the U.S. and hold business networking sessions in at least eight states. ☎ 51165

■ LAWRENCE CASIRAYA,
COMPUTERWORLD PHILIPPINES

Compiled by Mitch Betts.

Briefly Noted

Microsoft Corp. in January will open a research laboratory in Bangalore, India, that will focus on computing technologies for emerging markets, as well as sensors, multilingual systems and geographic information systems. Microsoft's other research labs are in Redmond, Wash., Mountain View, Calif., Cambridge, England, and Beijing.

■ JOHN RIBEIRO,
IDG NEWS SERVICE

Australia's Department of Veterans' Affairs in Canberra is considering dumping Microsoft's Office suite in favor of open-source desktop software for about 3,000 end users, according to a government document requesting bids.

■ RODNEY GEDDA, COMPUTERWORLD TODAY (AUSTRALIA)

London-based BT Group PLC last week said it had won a contract to supply secure IP network services to 15 European Union institutions. The deal could be worth up to \$215 million over eight years, BT said.

■ LAURA ROHDE,
IDG NEWS SERVICE

Plugfest Signals Serial Devices Ready to Go

BY LUCAS MEARIAN

More than 100 engineers from storage vendors gathered in New Hampshire last month for a final round of interoperability testing between Serial Attached SCSI (SAS) and Serial ATA disk drives, organizers plan to announce today.

Vendors said the plugfest was the last hurdle before the shipping of bundled SAS and Serial ATA products begins in next year's first quarter.

The tests, which took place at the University of New Hampshire's InterOperability Laboratory in Durham, culminated three years of development of the SAS protocol and products that support it, according to Harry Mason, president of the SCSI Trade Asso-

ciation in San Francisco.

Mason said the tests found that SAS storage devices are fully compatible with Serial ATA drives and thus allow for the creation of dual-purpose disk arrays that support both ATA and SCSI technologies in the same enclosure.

Among the companies that tested products at the plugfest were Hewlett-Packard Co., Hitachi Ltd., Intel Corp., Seagate Technology LLC, Adaptec Inc., Dell Inc., EqualLogic Inc., LSI Logic Corp., Maxtor Corp. and NEC Corp.

For decades, disk drives used parallel bus interfaces in storage systems that weren't based on Fibre Channel technology. But increasing bandwidth and reliability issues put

the two main parallel interface technologies — SCSI and ATA — at a performance disadvantage compared with Fibre Channel. And the lack of compatibility between the parallel bus technologies kept vendors from offering arrays that could share the higher performance characteristics of SCSI and the lower cost but higher capacity features of ATA.

"SCSI technology was certainly feeling the pinch prior to this, and I think SAS brings new life to SCSI," said Arun Taneja, an analyst at Taneja Group in Hopkinton, Mass.

Technology Drivers

The use of tiered storage systems that offer different performance and capacity levels is being driven by new regulations, such as the Sarbanes-Oxley Act and the Health Insurance Portability and Accountability Act, that require companies to store and be

able to quickly access financial and customer data.

Such requirements weren't enough to convince Laurence Whittaker, supervisor of enterprise storage management at Toronto-based retailer Hudson's Bay Co., that combining two disk types in the same chassis is a good idea. "I can see [small and medium-size businesses] having some interest in it," Whittaker said. "But I just think if you have a large business, you're going to

have so many cabinets on the floor anyway, there's not a lot to be gained by having multiple disk technologies within the same frame."

David Woolf, senior R&D engineer at the UNH InterOperability Lab, said Serial ATA can nonetheless offer significant cost savings to users.

"Fibre Channel is quite expensive, and parallel SCSI is difficult to scale for speed [throughput]," Woolf said. "SAS is significantly less expensive and has a road map that shows it can be scaled speed-wise far past what parallel technology offers."

Serial ATA disk arrays, at 1 to 2 cents per megabyte, are about half as expensive as SAS devices, at 3 to 5 cents per megabyte, according to analysts. "While end users might not be interested in the nuts and bolts of it, certainly there are advantages for them," Woolf said. ☎ 51219

Serial Technology Offers:

- Dual ports for failover
- A 7-pin connector cable vs. a 40-pin ribbon cable
- The ability to work at lower voltages
- Support for up to 128 devices per channel vs. two for ATA and 15 for SCSI

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Continued from page 1

Data Center

dent response and change management, now account for about 55% of a typical IT department's labor costs, according to Scott. But she said that as companies automate more of those tasks, data centers will become "more like a factory," with less need for human intervention.

However, several IT managers among the 1,500 or so attendees at the conference said they don't think the situation is as dire for technology workers as Scott made it seem.

"Like most of the Gartner stuff, it's sort of a Utopian state. We're certainly not there yet," said Stevan Lewis, director of enterprise planning at BMO Financial Group, a financial services firm in Scarborough, Ontario, that comprises the Bank of Montreal and its subsidiaries.

Lewis said he thinks that some operational jobs will have to shift to other areas within IT but that it will affect about 25% of data center

workers, most of whom perform low-end tasks.

Gartner's forecast prompted Ken Wagner, manager of Kawasaki Motors Corp. USA's data center in Irving, Calif., to reflect on the number of changes he has seen in IT during his 35-year career — especially those wrought by the Web. "There's been so much change in the last 10 years," he said. Gartner may turn out to be right about the future of IT operations jobs, Wagner added, "but I don't know if anyone knows the real direction."

Workforce Evolution

Laurence Whittaker, supervisor of enterprise storage management at retailer Hudson's Bay Co. in Toronto, had a more blunt response to Gartner's prediction. "By and large, I think it's hogwash," said Whittaker, who didn't attend last week's conference. "This is something Gartner has been big on for years. I think they really minimize the value of and need for well-trained technology workers to support all this stuff."

Looking back over his 30-

"There will be more room to automate, and that means there will be reduced labor cost."

DONNA SCOTT,
Gartner Inc.

"By and large, I think it's hogwash. . . . They really minimize the value of and need for well-trained technology workers."

LAURENCE WHITTAKER,
Hudson's Bay Co.

plus years in IT, Ed Funkhouser, director of global IT operations at Paccar Inc. in Bellevue, Wash., said the change in the workforce that Gartner forecast is part of an ongoing evolution. "It took 30 or 40 administrators to manage a mainframe, and today it takes less than a handful," he said.

But many displaced mainframe systems administrators were able to shift to Unix or Windows systems or to new jobs in areas such as IT security, Funkhouser added. "In IT, there are thousands of jobs

and disciplines," he said.

Walter Wilson, deputy CIO for Ventura County in California, is training the county's IT staffers to handle more sophisticated data center jobs, particularly as they begin installing virtualization technology. "It's a training issue more than anything else, because all these people are very capable," he said.

The situation is similar at Santa Clara University, said H. Michael Bonfert, manager of computer operations at the California school. Bonfert is shifting mainframe systems administrators to Intel-based servers as the university moves off of the mainframe, and he said the job losses predicted by Gartner "didn't scare me."

But, Bonfert added, the forecast should serve as a warning to IT professionals to stay current with technology. Whether data center workers can make the transition as the demand for IT skills changes "depends on the individual," he said.

Scott said that in the future, demand will grow for employees who have skills in project

management and the design of IT architectures, and for those with business knowledge and end-user liaison capabilities.

Craig Symons, an analyst at Forrester Research Inc., said Gartner typically makes bold predictions in order to get people's attention. Even so, he said that a combination of factors likely will lead to a significant number of data center jobs being eliminated over time. "In a 20-year horizon, 50% might even be conservative," Symons said.

Technology changes will eventually make many current data center jobs irrelevant, agreed Andrew Efstathiou, an analyst at The Yankee Group in Boston. But Efstathiou said he expects Linux and other emerging technologies to foster demand for new types of IT technicians. "I can easily expect that 50% of the existing jobs will be eliminated, but you can easily have as many or more jobs being created," he said. **51220**

Reporters Thomas Hoffman and Lucas Mearian contributed to this story.

Continued from page 1

Testing

president of technology infrastructure at Inventure Solutions Inc., the internal IT arm of Vancouver City Savings Credit Union in British Columbia, plans to begin testing Microsoft Corp.'s Virtual Server software next year.

Fernandes said he expects to have to train his staff to perform some application troubleshooting tasks but added that he also views the testing process as an opportunity to find out if his vendors' use of the word *partner* rings hollow.

"Partner is this great word, but how many spell it correctly?" Fernandes said. He added that he plans to give the application vendors he works with this message: "You say that I'm an important customer, so show it."

Fernandes and other users said they have two strategies

for dealing with vendor resistance to testing. One approach involves training internal IT staffers to do the necessary work on virtualized servers. The other might be called the blunt-force method: threatening to take their business elsewhere. Fernandes said he thinks that in 95% of the cases at his company, he could find an alternative application vendor if necessary.

Demanding Support

Conference attendees said troubleshooting software is most likely to come from point-solution vendors that develop specialized applications, often for vertical industries.

Many of those vendors are relatively small and don't have the funding or expertise to test their software in virtualized environments, said William Miller, manager of computing services at Roche Diagnostics Corp., an Indi-

anapolis-based maker of medical equipment.

Miller plans to conduct his own tests of third-party software on virtualized servers and then seek help from vendors if there are problems. He said he will deliver a message similar to the one that Fernandes has in mind: "Support me, or I'll go find another point solution."

Application support by third-party software vendors is "the main issue" in adopting virtualization technology, said Luis Franco, vice president of technology at Banesco Bank in Venezuela. Some vendors "don't want to assure the quality of their applications" on virtualized servers, Franco said, adding that the bank needs to increase the skills of its own personnel as a result.

In the long run, though, application vendors may have little choice other than to make the adoption of server virtualization software as easy as possible for users.

Gartner analyst Tom Bittman predicted that the average CPU utilization rate on two-way Wintel servers will increase to 40% by 2008, up from about 25% now. The rise will be partly driven by an increase in virtualization offerings, including Microsoft's Virtual Server, he said.

Some users believe that x86-

based servers are so inexpensive, there's no point in buying virtualization software for them, Bittman said. But he argued that users may be spending more on x86-based servers as a whole than they do on mainframes or Unix systems.

The low-end servers also generate a lot of heat because of their increasing CPU power and density, contributing to cooling problems in many data centers, Bittman said [QuickLink 49953].

Dave Mahaffey, technical systems administrator at the Santa Clara Valley Water District in San Jose, said he was at the conference to talk to vendors and research virtualization issues. "We've got a server for every application, and it's getting out of hand," Mahaffey said. He added that he wants to consolidate servers and increase their CPU utilization rates from the current level of between 15% and 20% to as much as 50%. **51221**

Virtualization View

Potential impact As the use of server virtualization software increases, companies may require as much as 40% less processing power than they do now.

Advantage Processor throughput capabilities have outpaced the performance requirements of many applications, leaving lots of CPUs underutilized.

Challenge Software pricing hasn't adapted to virtualization and typically is still based on the number of CPUs in a server.

SOURCE: GARTNER INC., STAMFORD, CONN.



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- Consolidation

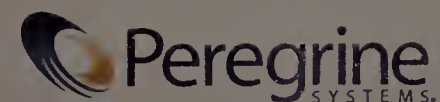


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Oracle Updates BI Tools, Content Manager

BY MARC L. SONGINI

Amid continued uncertainty surrounding the fate of its multibillion-dollar hostile bid

for rival PeopleSoft Inc., Oracle Corp. this week intends to unveil updates to its content management and business

intelligence tools, as well as other software at its annual user conference.

Oracle executives will also

show the next generation of its business applications to a new audience, analysts said. Oracle OpenWorld began yesterday in San Francisco.

Company officials said the new content management

capabilities are aimed at helping Oracle database users deal with large amounts of unstructured data, such as e-mails, that are becoming increasingly important as businesses work to comply with growing regulatory requirements.

Without offering details, Rich Buchheim, senior director of Oracle content management, said the company will show improvements to the scalability, security and usability of its content management software. "To deal with the deluge of information, information has to be handled in a more intelligent way," he said.

The company is also expected to unveil stand-alone business intelligence tools and improvements to Daily Business Intelligence, the operational reporting tool in its E-Business Suite 11i [QuickLink 51061], as well as grid computing capabilities for managing technology in the data center.

Evaluating Technologies

Several users said they're interested in assessing Oracle's new technologies at the show. David Rudzinsky, CIO at medical instruments maker Hologic Inc. in Bedford, Mass., said he's focused on evaluating Oracle's new business intelligence capabilities. Hologic runs Oracle CRM and ERP software. Rudzinsky said he likes the Daily Business Intelligence tool set, though it's currently too rigid to allow anything but the views and reports that Oracle has pre-designed.

Arthur Meacham, computer-assisted dispatch systems administrator for the Caddo Parish 911 Communications District in Shreveport, La., said he's looking for advice on upgrading from Oracle's Portal 9i to the 10g release.

Oracle's main goal this week will be to preview its 11i.10 business applications to potential users, said John Moore, an analyst at ARC Advisory Group Inc. in Dedham, Mass. Moore said he expects executives to discuss Oracle's PeopleSoft plans in private sessions with users. **51166**

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New CEO Lays Out His Priorities for CA

BY MATT HAMBLIN

Beleaguered Computer Associates International Inc. brought in veteran IBM executive John Swainson as president and CEO-elect to stabilize the company after the forced departure of predecessors amid state and federal investigations of financial irregularities. Swainson spoke with Computerworld recently about his challenges and early plans for CA.

What's it feel like to leave IBM after 26 years and suddenly be CEO-elect of a major company? It's a little daunting. You come in and know nothing and nobody, having arrived from an environment where you know everybody and everything. You are allowed to have that ignorance for 24 hours. It's a little intimidating, to say the least. [The CA team] has maintained a strong sense of morale and responsiveness to customers. My job is to shape an evolutionary path of growth after several years of arrested development.

Are customers concerned about the legal problems that CA mostly settled in late summer? I am not yet in the position to assess customer relationships. I'm not so naive that we don't have to deal with how customers see us. A lot of the legal and self-inflicted wounds are in fact behind us. A lot, but not all.

I'm sure you heard customer attitudes about CA while you were at IBM. What are their feelings about CA now? CA customers are relieved the issues are behind us. I'm not going to pretend I know how all of them feel yet. The fact that they have hung with us and are anxious for us to succeed says something. I want to give them a continued reason to justify that optimism. Our customers right now are watching and waiting to see what we do next. We have to still prove to them we are a relevant vendor to them. It's not a slam-dunk.

How will you be dealing with the customers? I plan to talk to or meet with one customer every day, something that I did at my old job. Sometimes it is a phone call or often in person. I don't feel good if I don't talk to a customer every day. I am a very customer-focused guy.

Where do you rank customers compared to, say, investors or employees? Customers

pay the bills, so customers always come first. They even come ahead of investors. You cannot build a durable business if you do not have satisfied customers.

CA World was postponed just before you arrived and then reinstated in your first days on the job. How were you involved in those decisions? The decision to postpone was made pending my arrival. When I came aboard, I supported that [decision]. We are looking now for dates in the fall [of 2005]. I am anxious to do it.

I like these things.

You have talked about re-examining the status of the 500 or so products in the CA portfolio. What might stay or go? I have no idea. That's the honest answer. But I'll tell you how I am approaching this problem philosophically. I'm not looking to dump products, and [I] have a commitment to support customers on a going-

forward basis. It's logical that of 500 products, not every one represents the strategic future of how customers want to build or run or manage their enterprise. Life-cycle and systems management and security are very highly valued under the banner of enterprise infrastructure management. We're looking for ways to integrate those [priorities] and augment them through acquisition or development and to really concentrate on the things we're particularly good at.

Will you continue to place a reliance on mainframe products, even though some financial analysts see that market slipping? Mainframe products account for 50% of CA revenue. Quite obviously, we'll continue to focus on [the] mainframe, and we believe it's a very durable long-term platform for a lot of things. Mainframes are not going away. IBM is selling more than at any time in history. We'd be crazy not to focus on [the] mainframe. But you die if you don't continue to innovate and go forward. We want to be the systems and security management leader around [the] mainframe, and we'll continue to invest in it. We also have to focus where growth is — Windows, Linux and distributed systems. We have solutions for those. Our play is integrated solutions around the enterprise.

As for the effort to resolve CA's legal issues, the U.S. attorney in New York has ordered

that you hire a compliance officer. What is the status of that effort? As part of the deferred prosecutorial agreement, we will add a chief compliance officer. We

are in the process of finding someone that has the right profile and gravitas to be able to do this job. I do not have any idea when we will have the compliance officer. I learned a long time ago that it is impossible to predict when these things will close. **51145**

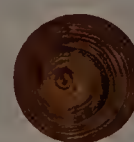


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DON TENNANT

CA: Confusion Already

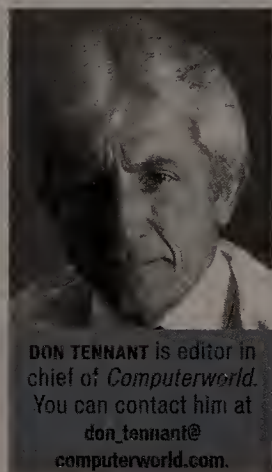
WELL, GOOD GRIEF. Talk about a missed opportunity to send out a message of control and stability. When Computer Associates announced on Nov. 23 that it had

found a CEO after seven months of acting-CEO limbo, CA's users had reason to breathe a sigh of relief. Finally, they could look ahead with the conviction (oops — poor choice of words) that the era of senior management incompetence had ended. Then the next day, John Swainson, the 26-year IBM veteran who got the nod, opened his mouth, and a new round of confusion began.

To explain, we need to back up. On Nov. 22, CA posted a letter to users on its Web site stating that the next CA World user and partner conference, originally scheduled for April 2005, would be postponed to the spring of 2006. The reason, the letter stated, was to enable the company "to transform CA World into a true industry thought leader event that will focus on the key business issues and technology industry trends that are most important to our customers."

Then, on Nov. 24, Swainson told *Computerworld* and other media outlets that CA World would be held in 2005 after all, sometime in the fall. Well, thank you, John. But as of Dec. 1, would we have been better advised to believe you or CA's Web site, which was still proclaiming that the event would be postponed to the spring of 2006? (See interview, page 19.)

Ordinarily, we could probably presume that Swainson knew what he was talking about and that CA was just lax about updating its Web site to reflect the change of heart. But there's another nagging element to all this: It's difficult to know the extent to which Swainson is in a posi-



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tion to make those sorts of decisions, because the board opted to withhold the keys to the kingdom for a period of four to six months. Swainson will be "CEO-elect" during that time, and CA's acting-CEO limbo will persist. The company could have conveyed the message that Swainson is unquestionably qualified to lead CA into the future by

simply handing over the keys on Day 1. Instead, the message is, "We're not really sure about this guy, and we're going to need four to six months to get him up to speed."

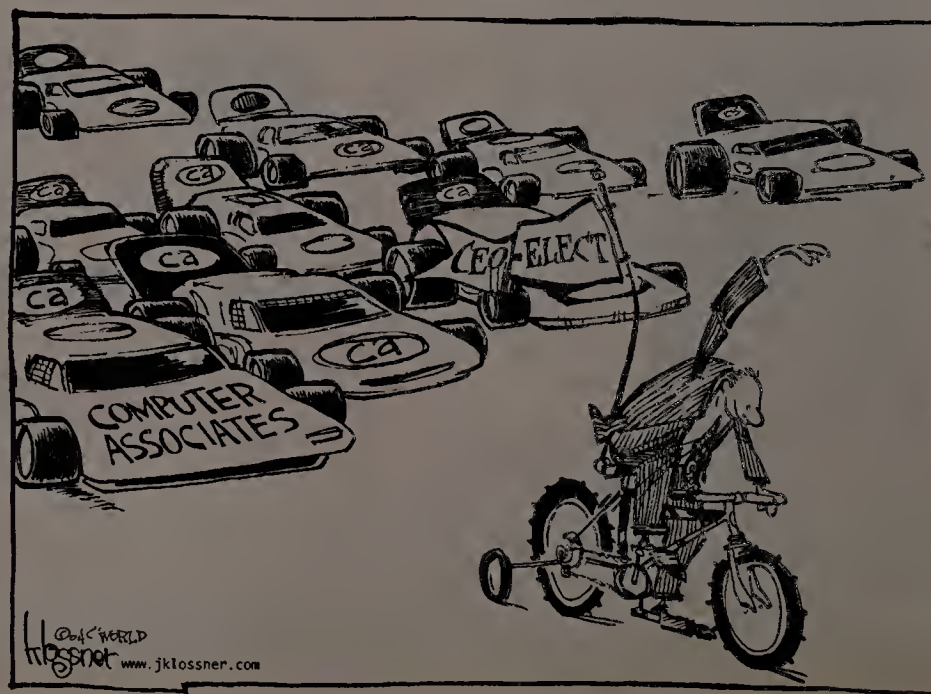
It's difficult to imagine that if CA had managed to lure somebody like Steve Mills, the guy in charge of IBM's software business, that this transition period would have been necessary — or that someone like Mills would have agreed to it.

And speaking of Mills, there's an-

other red flag that users might need to be concerned about: Given Swainson's tight association with Mills, the relationship between Swainson and Mark Barrenechea must be awfully awkward. Barrenechea, CA's executive vice president of product development, has been outspoken in denigrating IBM's software business in general and Mills in particular. After Mills said some unflattering things about CA last April, Barrenechea told me that "IBM has a long history of failed attempts" with software, that "software is an afterthought at IBM," and that Mills is the "VP of afterthought" [QuickLink 46420]. That probably didn't endear him to Swainson, who most recently was vice president of IBM's worldwide software sales force.

The bottom line is that CA needs to make up for the lost opportunity, and fast. A good first step would be to ax this CEO-elect nonsense and give Swainson the vote of confidence users need to see. As it is, it's a recipe for confusion. And CA's users have been force-fed that dish long enough. **51111**

Don Tennant



THORNTON A. MAY

Using PR To Win the Info War

AS COMMANDER in chief of the Continental Army, George Washington learned a lesson that many IT leaders lamentably come to appreciate too late in their careers: True victory is accomplished not on the battlefield, but in the hearts and minds of those engaged. In other words, public relations matters.

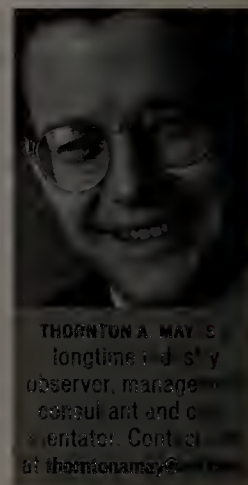
Washington lost more battles than he won. Despite this, he was eulogized by Revolutionary War hero Light-Horse Harry Lee as being "first in war, first in peace, first in the hearts of his countrymen." When you are gone, will IT be first in the hearts and minds of your CEO and board of directors?

IT leaders find themselves waging a high-stakes info war.

True victory for IT leaders lies not in getting enterprise systems deployed or annual budgets approved. It lies in capturing the imaginations, respect and energies of a broad and diverse set of stakeholders, including suppliers, customers and line-of-business executives.

Soldiers fighting battles with projectile weapons speak of the "fog of war" — confusion about what is going on. Info warriors speak of the "fog of facts" — confusion about which information is to be believed, which sources are credible and which version of reality is to be acted upon. In a world of multiple sources of information and 24-hour decision-making, the very character of information is changing. A "fact" is no longer a fact.

Today, anyone — vendors, consultants, reporters, disgruntled former employees — can report on and distort what is going on in your IT shop. Not a week goes by in which a mind important to you — that is, an info target — isn't presented with a version of the facts that isn't consistent with or sympathetic to where you are going



THORNTON A. MAY is a longtime industry observer, management consultant and commentator. Contact him at thorntonam@comcast.net.

Dawning of the Converged IP Network

INTELLIGENT
"SYSTEMS-
ON-A-CHIP"
EARNING
IT ACCOLADES

BY ELISABETH HORWITT

Broadband IP network convergence has been redefining itself of late, both as a market and as a corporate strategy. As a result, "We've emerged from the 'kick-the-tires' phase," says John Roesse, CTO of Enterasys Networks. "CIOs are seeing something meaningful at the end of the tunnel that will make workers more efficient and effective," and their companies more competitive.

As the technology has matured, and products have become more standards-based, corporate technical decision makers have gained confidence that a converged IP network infrastructure will provide a firm, forward-migratable foundation for the next wave of strategic business applications. "Our customers told us they wouldn't go with IP telephony if they're just getting an IP phone that acts like their former telephone, or if they're just moving from one proprietary architecture to another," Roesse notes.

A lot of big corporations have spent the last few years consolidating data streams from multiple applications and access points onto a single backbone based on TCP/IP and high-speed Ethernet. Recent statistics tell the story: Dell'Oro Group expects Gigabit Ethernet port shipments to at least double, from 13 million units in 2003 to more than 27 million in 2004, according to Seamus Crehan, a director at the networking and telecommu-

nications research firm.

More recently, companies have begun moving beyond broadband converged data networking toward a fully integrated, enterprise network infrastructure that can handle the full range of services: from teleconferencing to storage networking to server clustering. Helping them to reach their goal with a minimum of pain is an emerging breed of intelligent network hardware based on highly integrated semiconductors known as "systems-on-a-chip."

"Whether you're talking about VoIP [voice over IP] or iSCSI storage, it's not just about high-speed connectivity anymore; you have to move bits around the network intelligently, in order to ensure security, reliability, and quality of service," says Roesse.

Increasingly intelligent and versatile IP network infrastructures are forming the basis for a wave of new applications that are providing businesses with strategic advantages as well as significant cost savings.

Moving Beyond VoIP

Consider, for example, the veritable explosion in American companies' use of VoIP technology that merges voice and data onto a single IP/Ethernet infrastructure. A 2003 IDC report predicted that U.S. spending on hosted VoIP will reach approximately \$281 million this year, growing to \$1 billion next year (2005). By 2007, revenue is expected to reach \$6.7 billion.

In a 2003 Nemertes Research survey of 42 large corporations, 62% of respondents said they were currently using IP telephony; 19% were running a trial; and the rest planned to implement it within the next year or two.

The reported return on investment (ROI) and measurable benefits the VoIP pioneers cite are impressive, and include lower maintenance and management costs, the result of dealing with one set of network boxes, interfaces, and cables instead of two or more. Companies report saving thousands of dollars per month by using IP telephony to bypass long-distance toll calls; global firms have saved much more on international calls.

And cost savings are just the beginning. Converged IP networking has paved the way for a new generation of applications and software tools that are boosting end-user productivity and helping companies gain a competitive advantage. >>>>

Instant voice messaging is a perfect example, says Jeff Snyder, a research vice president at Gartner. "You click on my name, and my phone rings, no matter where I am; as long as I'm logged onto the network, it knows how to reach me. Drag in a colleague's name and you have an ad hoc conference call."

Another promising development is convergence on end-user devices across a unified end-to-end infrastructure. Broadcom has introduced switch and VoIP chipsets, for example, that will enable OEMs to build Wi-Fi-enabled cell phones, "so you can roam between the cellular and Wi-Fi IP telephony worlds with one device," says Roese.

User Demand Driving IP Convergence

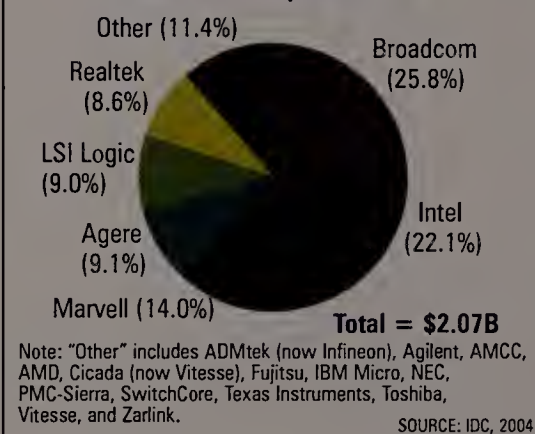
Indeed, user demand is one of the biggest drivers behind converged IP networking strategies. "Users want voice, data, and video services delivered in an integrated fashion," to support the growing body of multimedia productivity tools and applications being offered on desktops, laptops, and the latest mobile computing devices, says Charles Salameh, vice president of emerging solutions at Bell Canada, a telecom service provider and systems integrator.

IT decision makers see converged IP networking as their best shot at meeting users' multimedia needs over the long haul. And they're counting on intelligent Gigabit Ethernet hardware to help them with quality of service (QoS) and security management, across an increasingly diverse set of network services and media traffic.

To address this demand, networking vendors are providing their latest Gigabit Ethernet products with the intelligence to handle these tasks and a great deal more. And much of this high-level intelligence resides in silicon solutions that have traditionally been the "nuts and bolts" of networking equipment, says Kevin Tolly, president of The Tolly Group research firm. In the last year or two, chipmakers like Broadcom "have gone up the stack tremendously, and have preintegrated a lot of the functionality and capabilities," he adds.

"The trend is toward supporting a

Worldwide Ethernet ASSP/ASIC Semiconductor Revenue Share by Vendor, 2003



higher capacity of networking interfaces and a broader range of services on the same piece of equipment, and using silicon intelligence to handle sophisticated management of converged applications running across a single Ethernet network," says Ford G. Tamer, group vice president of Broadcom's Network Infrastructure Business Group. "Such migration to converged IP networks can mean huge savings in maintenance costs," he adds. "You're managing your desktops, laptops, VoIP phones, wireless access points, security, and storage needs within the same equipment, instead of across two or more boxes."

Broadcom in Step with Key Trends

Broadcom® silicon solutions are at the forefront of these trends. For example, systems using Broadcom's StrataXGS® family of enterprise switch products offer enhanced scalability and multilayer intelligence to address the different service-level needs of voice, video, and data traffic within business environments, Tamer says. This enables IT managers to maximize network uptime and ensure security while promoting ease of management.

Furthermore, Broadcom's NetXtreme™ II C-NIC (Converged NIC) is the first Gigabit Ethernet NIC that can simultaneously perform storage networking, high-performance clustering, accelerated data networking, and remote system management on a standard Ethernet network, according to Allen Light, Broadcom's server controller product line manager.

One of the big advantages of the C-NIC is its ability to offload a variety of functions from the host CPU, "freeing up processing cycles and enabling the server to handle other functions," says Sean Lavey, a program manager at IDC. For example,

Broadcom's C-NIC has a TCP/IP Offload Engine (TOE) that takes over the processing of TCP/IP stacks.

During a Microsoft® benchmark test, Broadcom's BCM5706 C-NIC, equipped with a TOE, had a throughput of 1.8 Gbit/sec at 20% CPU utilization, and used only 3 watts per Gigabit. In comparison, the same Windows® server equipped with an Intel® non-TOE Gigabit Ethernet NIC had about 1.5 Gbit/sec at 95% CPU utilization, and used 90 watts per Gigabit.

Other key C-NIC offloading capabilities include:

- Remote Direct Memory Access (RDMA) that enables servers in high-speed clusters to write directly to each other's memory, bypassing the bus. This eliminates potential bus bottlenecks and boosts performance, enabling clustered X-86-based servers to handle applications that ordinarily require high-end, and much more expensive, Unix machines.
- Support of the iSCSI protocol that allows IT professionals to move block-level storage from a dedicated Fibre Channel SAN onto a shared converged IP network.

C-NICs, and other recent Broadcom offerings, also represent the leading edge of an important industry trend, in which network equipment manufacturers build their products with more "systems-on-a-chip" and fewer custom ASICs. In this way, they can bring new products to market faster and more cheaply, which translates into more choices and lower costs for customers, says IDC's Lavey.

Enterasys used Broadcom's StrataXGS silicon as a critical component for its Matrix C2 line of layer 3 stackable IP switches, announced in September 2004. "The intelligence of Broadcom's componentry provides the foundation for many security functions, enabling support for multimodal systems, predictability, and integration," says Roese. By using Broadcom silicon, with built-in capabilities like classification and policing, Enterasys was able to deliver the new switches in about eight months, "more cheaply, and compromise-free," he adds. In contrast, building the product from scratch internally, using custom ASICs, would have taken about 18 months. The benefit for Enterasys' customers: "They get state-of-the-art equipment, while still keeping up with the market's progression toward faster, cheaper equipment."

Delivering End-to-End Manageability

AS COMPANIES GET SERIOUS ABOUT CONVERGED IP NETWORKING, network managers' jobs are getting both more complex—and a whole lot easier.

Certainly, it can be tricky maintaining a seamless traffic flow when many different types of media and applications are sharing the same IP fabric. On the other hand, "every network administrator understands the Internet Protocol," says Allen Light, Broadcom's server controller product line manager. Network staffers are saving time and trouble by making use of familiar, SNMP-based tools to manage voice, data, video, even storage on a single, integrated infrastructure.

Furthermore, converged networking "allows our customers to move from what I call a manufacturing-line mentality, where storage, networking, and clustering are each administered separately and on separate fabrics, to a single, lower-cost IP-based infrastructure," says Paul Perez, vice president of storage, networks, and infrastructure at Hewlett-Packard's Industry Standard Server business. With fewer proprietary protocols and fewer boxes, network and element management becomes much simpler.

Beyond that, IP networking equipment keeps getting smarter, increasingly able to take over complex and time-consuming management tasks from human administrators.

Intelligent "Systems-on-a-Chip"

"We're moving toward automated network management," Perez notes. Switches, edge routers, and NICs equipped with intelligent "systems-on-a-chip" are taking more and more responsibility

for end-to-end security, quality of service (QoS), and bandwidth allocation.

For example, Broadcom and its OEM partners are coming out with switches that can automatically prioritize and load balance different types of network traffic across different ports. As a result, human technicians spend less time tweaking and fine-tuning network equipment in order to ensure QoS on multimedia networks.

Intelligent, silicon-based hardware is also taking over demanding network tasks like processing TCP/IP stacks and encryption. C-NICs (Converged NICs) can offload chores from host CPUs; subsidiary processors can take over jobs from central processors on network switches. The result: better performance and longer intervals between upgrades.

In addition to improving server and network performance, C-NICs simplify the interfaces to each server and rack. They require fewer connection points, cables, and adapter cards. Upgrades and the addition of new features become simpler as well, says Broadcom's Light. Because all changes are localized on the network card, they are transparent to the host operating system and applications.

Easing the Administrator's Pain

What this boils down to is a lighter burden on human technicians. Indeed, if network hardware continues to get smarter, Gigabit Ethernet TCP/IP networks will soon be able to manage themselves. The underlying hardware will respond quickly and automatically to unexpected events and problems, and IT and network managers will be free to focus on more proactive and business-specific tasks.

Not All Silicon Is Created Equal

All this is good news for corporate decision makers. But Tolly adds a caveat: It's becoming crucial that IT executives "look under the hood" when shopping for Gigabit Ethernet equipment, and ask a few pointed questions about the brand, feature sets, and configuration of the underlying chipsets—before making a buying decision. One important question to ask: Will it interoperate with other types of equipment?

Broadcom has a three-pronged interoperability strategy. First, it has been an industry leader in both the development and implementation of key industry standards like RDMA, iSCSI, Wi-Fi, and the IEEE 802.1x Extensible Authentication Protocol. Second, it does extensive testing to ensure all of its products are backward and forward interoperable, and can support legacy applications. Finally, Broadcom provides support for vendor- and operating system-specific de facto standards that enable networking equipment to work seamlessly with the host computing platform.

For example, Broadcom currently provides the only TOE on a chip that interfaces with Microsoft's TCP Chimney. Support of Chimney enables TCP/IP Offload Engines to interface directly with Windows, offloading TCP/IP processing for all network traffic, Broadcom's Light explains. Without that operating system support, a TOE can only work on an iSCSI adapter that bypasses the operating system.

How Well Does It Perform?


IT managers also need to check published benchmark tests that compare the performance of the same type of chip from different vendors. eTesting Laboratories found that Broadcom's NetXtreme 64-bit PCI-X Gigabit Ethernet server adapter achieved significantly higher throughput rates compared with the Intel Pro1000 XT server adapter.

Network equipment performance depends not only on the power of the underlying silicon, but on "architectural choices that chipmakers are increasingly making," says Tolly. Customers should ask

questions like: "Do they support the latest industry standards? How much memory or intelligence did they put on the chip? Are tasks like IPSec encryption handled by the main processor or offloaded to a subsidiary?"

The bottom line, according to Tolly: There is a big difference between custom ASICs and standards-based, system-level semiconductors designed and tested to work together across the network. "You can do enough research on a chipmaker's products, like Broadcom's, to get a pretty good idea of what those silicon solutions can do for you," says Tolly. "Then you can ensure good performance across your network by ensuring that all your equipment is built on that chipmaker's hardware." ■

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and what you are trying to do. You are in an info war. Research from the IT Leadership Academy has revealed several best practices:

1. Recognize that you're in an info war.
2. Identify key info targets — minds you want to make sure have a nontoxic version of the facts.
3. Create an info map of information sources that charts who is talking and how people learn about your practice of IT.
4. Create listening posts to monitor the buzz about your IT shop, such as discussion boards on IT in your company and weblogs by direct reports.
5. Create official sources of truth in the form of authorized "voices" or spokesmen.
6. Create semiauthorized human firewalls — experts who know you and your IT shop and who generally know what you are doing and where you are going — who can be contacted when trouble arrives.
7. Embed and empower storytellers in your organization — people who have good judgment and good powers of observation and who can truthfully tell you and others what is going on.
8. Create authorized information "moments," such as briefings, blogs, webinars and lunches.
9. Expand your organization's "smartwidth," or its capability to understand information. Broadband gives us more information. Smartwidth gives your organization more understanding regarding what all this information means.
10. Hire an ad agency — or first-year business students who will someday work in an ad agency — to review your IT group's "brand."

Perform these simple tasks and you are well on your way to being a successful info warrior. **51094**

PIMM FOX

Supply Chain Software Is No Match for Profit Quest

IF YOUR family is like mine, the week after Thanksgiving usually consists of eating turkey. Lots of turkey. There must be something wrong

with our enterprise software inventory and supply chain management application, because this year, we once again miscalculated the amount of food needed for our Thanksgiving meal. And it isn't as though we don't appreciate the value of an inventory management system for the purchasing, production and distribution of the cranberries, mashed potatoes and pumpkin pie. Like most families, we're always trying to lower the inventory in our refrigerator to decrease our working capital.

But sometimes it's those silly guests. They tell us they are going to show up, and — well, something happens.

Of course, we probably would make too much food even if we were planning to feed only ourselves, but our gluttony is nothing compared with the overcapacity now facing the folks who make flat-panel LCD televisions. And while my family's need for supply chain management is facetious, theirs is the real thing. But the question is whether the technology would have been able to stop the manufacturers from bringing on so much capacity.

LCDs have been coveted by just about every sports-watching, decorating-conscious or cartoon-entranced human being old enough to work a re-



PIMM FOX is a London-based journalist. Contact him at pimmfox@pacbell.net.

mote control. But envy doesn't equal sustained profits. At around \$4,000, prices have been too high to lure many shoppers into buying a large-screen flat-panel TV. Low production volume is the main culprit. But now the profits of the flat-panel industry are about to experience the same sort of lethargy you get from eating too much turkey.

About 3 million of the 20 million television sets sold in the U.S. this year will be flat panels, but sales could be greater if consumers weren't betting on a steep price fall in 2005.

And prices won't simply fall next year — they will plummet.

Manufacturers and industry analysts estimate that prices could drop by 30% in 2005 and even further in 2006. That means a flat panel that has a price tag of \$4,000 today will be under \$1,000 by 2007, according to iSuppli, a El Segundo, Calif.-based market analysis firm.

What happened?

Manufacturers went crazy spending money to build factories at around \$1 billion to \$3 billion a pop. Ten new plants that gobbled up about \$20 billion are slated to begin churning out flat panels by the end of next year. That should boost industry capacity by 70%, and more plants are on the way.

Hitachi, Matsushita and Toshiba are in a joint venture to spend \$1 billion to make flat-panel TVs in 2006.

As those production lines start to spit out flat panels, prices will crater.

Software was supposed to prevent this type of boom-and-bust cycle, but it doesn't. It never will. Corporations will always pile into a market if they smell profit.

For some companies in Asia, LCD sales have helped boost profits. But for the leader in flat-panel LCD TVs, LG.Philips, the squeeze on margins has begun. The company reported a 15% drop in its third-quarter profit.

Falling LCD prices could also hurt Sony, Samsung and TCL-Thomson Electronics, which makes the RCA brand.

So, where is all the fancy supply chain management technology? Where are those dashboards, those reports, those metrics that were promised? All the whiteboards in the world with arrows and colored markers don't seem to have amounted to much when confronted with a booming market and potential profits.

Management hubris won't be stilled by IT. It never was, and it never will be. **51108**

WANT OUR OPINION?

More columnists and links to archives of previous columns are on our Web site: www.computerworld.com/columns

READERS' LETTERS

Driving Security

BRUCE SCHNEIER'S latest opinion piece in *Computerworld*, "Make Vendors Pay for Security Flaws" [QuickLink 50161], is correct on premise but flawed on proposed solutions. We should make vendors pay for security flaws, but increased liability law is not the answer. We are in dire need of tort reform as it is, and liability law would push up legal and insurance fees and do the end user no good. Instead, IT managers need to learn to vote with their feet. They should pick software solutions from vendors with proven security records, or demand that security be in place before they purchase. Let the market do the work, not the lawyers.

Schneier's argument supports the "build it first, put security on later" mentality, which sadly seems to be prevalent in the industry. But there's another force that is going to

drive the security issue a lot harder than before — Sarbanes-Oxley. As IT managers audit their applications, they're making mental checklists of new questions and requirements to ask of software vendors: Why are these passwords stored in plain text in the database? And why doesn't this application lock out users after three failed password attempts?

Gregory J. Haase
IT manager, Ewing, N.J.

Fostering Creativity

WHO COULD disagree with Paul Glen's ideas about encouraging creativity in technical staff ["To Each His Own," QuickLink 49487]? However, if someone wants to try his hand at writing, there are no "wrong questions," because any advice you offer brings the questioner one step closer to making an attempt. If someone is curious about whether you try out your

jokes on your wife, it's great that he noticed your humor and, instead of being a passive recipient, is thinking about how to be entertaining when giving a talk. If someone asks what time of day you do your best work, he's one step closer to carving out some time to write. I agree with Glen's basic premise that managers need to understand the variety of ways in which staffers do creative work, but he needs to understand and better encourage people who want to try new forms of expression and help them be successful at it.

Lisa Neal
Editor in chief, eLearn Magazine, Lexington, Mass.

Sponsor Support

REGARDING Mitch Betts' "Building Bridges: Marketing IT" item in the Oct. 4 Think Tank [QuickLink 49502], I would add a sixth point: Assign skilled and committed mar-

keting division sponsors to all marketing projects, and make the sponsors personally responsible for the promised project benefits. This will improve the success rate of marketing projects by much greater than the suggested 15%.

Gopal K. Kapur
President, Center for Project Management, San Ramon, Calif.

COMPUTERWORLD welcomes comments from its readers. Letters will be edited for brevity and clarity. They should be addressed to Jamie Eckle, letters editor, Computerworld, PO Box 9171, 1 Speen Street, Framingham, Mass. 01701. Fax: (508) 879-4843. E-mail: letters@computerworld.com. Include an address and phone number for immediate verification.

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FUTURE WATCH

Riding the Grid Wave

Grid technology expert Wolfgang Gentzsch says grids are coming in three waves. Eventually there will be no difference between the Internet and "the grid," he tells *Computerworld*. **Page 30**

SECURITY MANAGER'S JOURNAL

The Password Is: Useless (Probably)

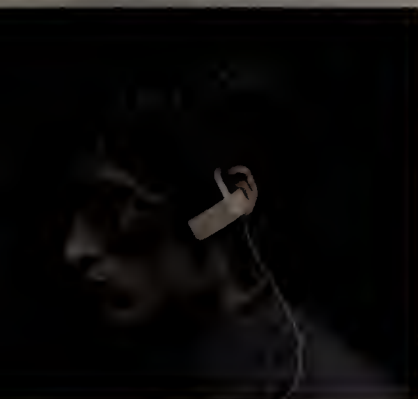
Our security manager finds that her company needs a new password policy. Could passphrases and single sign-on be the answers? **Page 32**



OPINION

802.11n's Pregame Show

Robert L. Mitchell says vendors that imply that their WLAN products comply with the nonexistent 802.11n standard do the customer a disservice. **Page 34**




What's this? See **PAGE 24** for the Jawbone.



This will help you find your way. See **PAGE 24** for the Go.

more cool tools

To read about other intriguing hardware, visit our Web site:

 **QuickLink 51083**
computerworld.com

fabulous phones for all

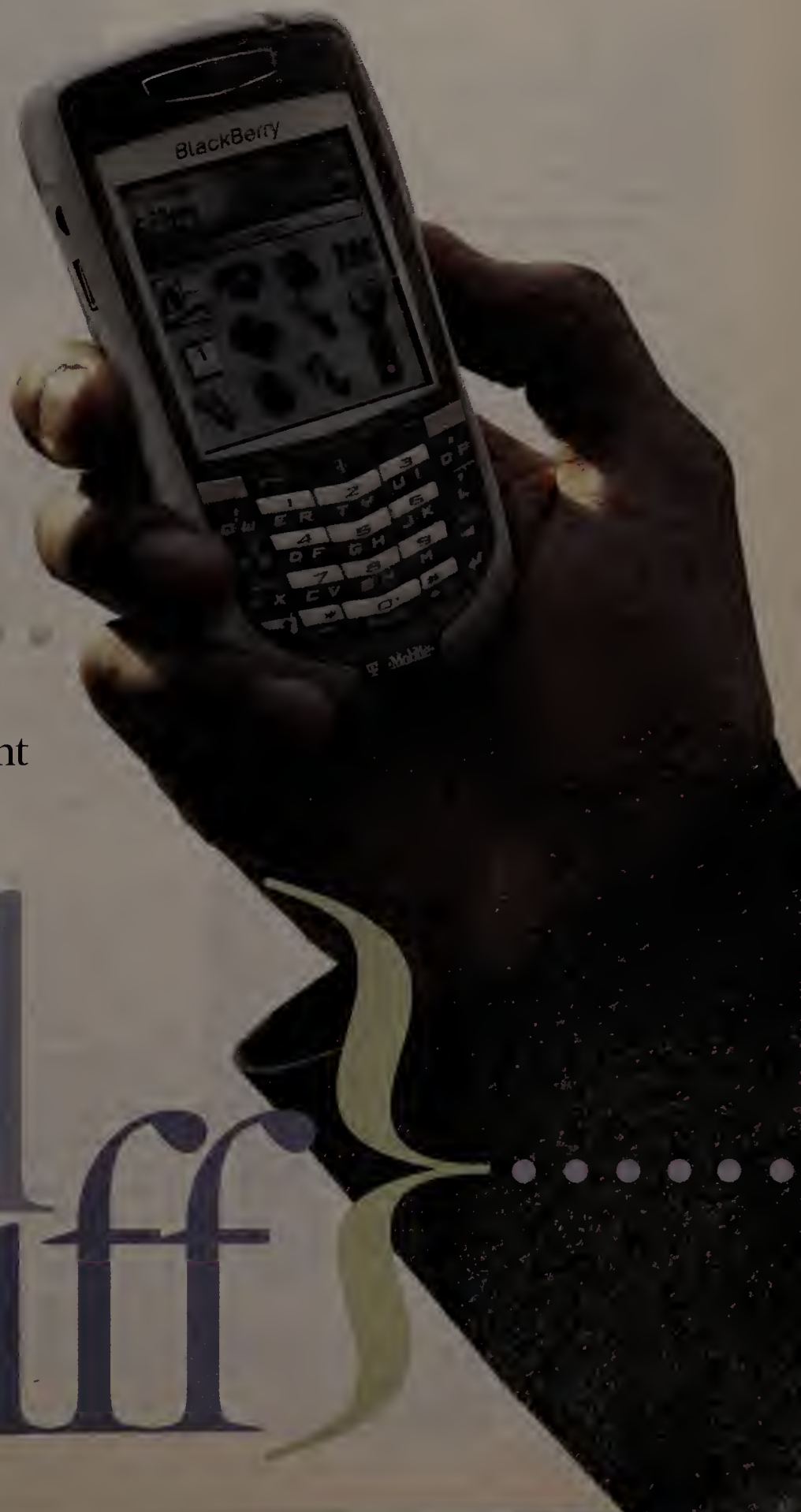
BlackBerry 7100t

PRICE: \$200

Research In Motion Ltd.

www.rim.com

At long last, a BlackBerry that looks and feels like a phone – and the 7100t handles e-mail as well as its predecessors did. RIM created the thumb keyboard, and it takes a somewhat different approach with this device, assigning two letters per button and building in an extensive dictionary with artificial intelligence that excels at guessing and completing words as you start typing them in. Initially available from T-Mobile, it's likely to be adopted by other carriers.



For the gadget mavens on your holiday shopping list, we present our annual look at some of the great new gizmos available for the office and home and on the road. **By Russell Kay**

cool stuff

cool stuff

phones

Jawbone

PRICE: \$150

Aliph

www.jawbone.com

Cell phones are great. But if you've ever tried to make yourself heard from a crowded trade-show floor or another noisy environment, you know that using them can be a trial at times. Add Jawbone, a noise-canceling headset based on technology developed for the military, and you can be heard clearly and distinctly. The difference in clarity is remarkable. The Jawbone is small and sits comfortably on the ear.

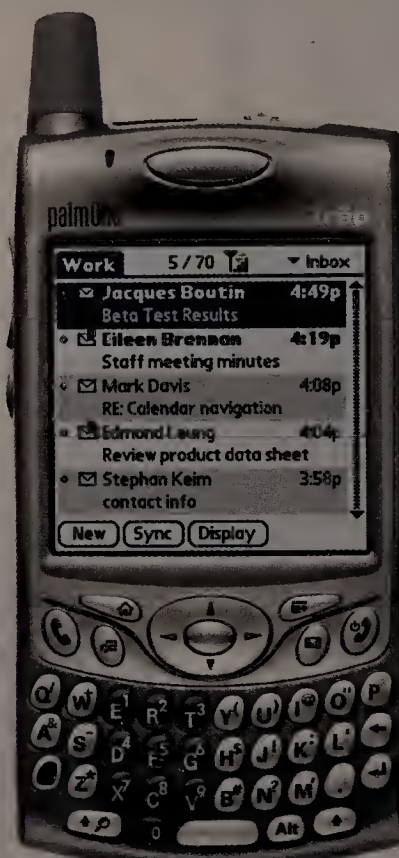
Cellboost

PRICE: \$7

Compact Power Systems Inc.

www.cellboost.com

Cell phones go dead at the most awkward times. Instead of buying an expensive second battery to carry around (and having to remember to keep it charged), try Cellboost, a small, disposable battery charger. The match-box-size unit instantly restores power to your cell phone and lets you keep talking while charging the phone, and you don't need an electrical outlet. Cellboost units are made for most popular brands of cell phones.



Treo 650

PRICE: \$600

PalmOne Inc.

www.palmone.com

If you can carry just one device, this is my pick. It's a phone, a full-fledged PDA, a music player, a voice recorder and a digital camera, all in a nice package. It's neither as small nor as large as some of its competitors, but it does almost everything you might want and does it well. The Treo 650 is a hefty investment (check your cell carrier for better deals), but it gives you a lot of capability. Screen resolution has quadrupled to 320 by 320 pixels, and processor speed is now 312 MHz. Bluetooth is built in for hot-syncing and headsets, and the keyboard is backlit and slightly (but quite noticeably to your hand) larger. The rechargeable battery is now removable, so you can have a spare. Finally, if you opt for a GSM version, you also get enhanced data rates for GSM Evolution capability.

getting around

CodeScout

PRICE: \$130

AutoXray Inc.

www.autoxray.com

When your car's "check engine" light comes on, you know you might have a problem, but what is it? Until now, you had to visit your mechanic or dealer to find out. Now you can buy a consumer version of the dealer's scanner that will check your car's trouble codes and help you discover what's wrong before you have to reach for your wallet. CodeScout covers all current diagnostic protocols, including the newest one that will be mandated for all vehicles by 2008.



Go

PRICE: \$1,000

TomTom BV

www.tomtom.com

Global Positioning System navigation units are old hat by now, but a new model, the Go, is the best I've seen. It's small and easy to use and has a terrific interface, as well as a slightly elevated 3-D driver's eye view. It comes preloaded with maps of the entire U.S. (Canada is available on CD), and it will run for hours on battery power, so it doesn't need to be connected directly to the car.



converging your home

PureAV55000 Remote TV

PRICE: \$500

Belkin Corp.

www.pureav.com

The PureAV55000 contains a transmitter and receiver that let you take input from one source (a television, cable box, DVD player, stereo system, video game or something else) and wirelessly send it to a TV, monitor, VCR or powered speakers in a different room. The unit offers a bandwidth of up to 40Mbit/sec. at a range of up to 350 feet. It handles standard-definition (but not high-definition) TV.



WMLS11B Wireless-B Music System

PRICE: \$180

Linksys (a division of Cisco Systems Inc.)

www.linksys.com

This unit looks like a trim stereo radio, but it's much more. The WMLS11B provides a network connection (wired or wireless) between your PC and stereo system. It can also play PC-stored music directly through its two detachable speakers. A remote control is included.



image is everything

R-D1

PRICE: \$3,000

Epson America Inc.

www.epson.com

For decades, the legendary Leica 35mm Rangefinder camera was the choice of photojournalists because of its precision, reliability, outstanding optics, small size and fast, quiet operation. Now Epson has announced the world's first digital Rangefinder camera, which uses the same lenses made for those older, classic Leicas. At \$3,000 (that's without a lens), the R-D1 clearly isn't a mass-market product, but it offers a unique marriage of old and new photography, combining the classic Rangefinder feel and operation with up-to-date digital capabilities. The camera features a magnesium-alloy skin covering an aluminum die-cast body, 6.1-megapixel resolution and a 2-in. LCD display on the back. The R-D1 uses Secure Digital memory cards with up to 1GB of capacity.



Harmony Universal Remote Control**PRICE: \$230****Logitech International SA**
www.logitech.com

This remote control comes in several flavors, including one (the 680) designed specially for the newest round of multimedia Windows PCs. Logitech eases the process of programming your remote by automating the dialogs on the remote itself and including one-touch activity buttons that combine multiple functions for common tasks, such as watching a movie, listening to music or recording a TV show. The Harmony handles up to 15 devices – anything that uses infrared commands – and needs no macroprogramming. This might be the easiest way to simplify the tangle of home entertainment equipment, cables, switches and remotes.

Logitech Z-5500 Digital Speaker System**PRICE: \$400****Logitech**
www.logitech.com

I've been a finicky audiophile for years, and this system does a seriously better job with music than my older (and far more expensive) British stereo speakers. For movies, radio and television, the control module in this THX-certified system decodes Dolby Digital, DTS and 96/24 soundtracks into true 5.1 surround sound. At \$400, these speakers are a true bargain. The system includes a 10-in. subwoofer with a 505-watt amplifier, five small satellite speakers and a control module with remote control. The black and chrome system will work with PCs and home entertainment components, and you can plug PlayStation and Xbox games directly into the control module.

**kid stuff****Novelty Mouse (football or ladybug)****PRICE: \$10****Logitech**
www.logitech.com

Need a couple of stocking stuffers for the kids? Try this pair of theme mice: one football, one ladybug.

Hello Kitty Robot**PRICE: \$3,700****Business Design Laboratories**
www.hellokitty.com

This 21-in. high "robot" looks like a cartoon and doesn't move, but it can learn your name and recognize and greet up to 10 people. Available only in Japan, its price is prohibitive, but it's an interesting product to celebrate Hello Kitty's 30th anniversary as a brand. The robot has a limited ability to sort patterns of conversations that have been preregistered, and the machine can talk back with phrases it thinks are appropriate to the occasion and to the person it's "talking" to.

**Juice Box****PRICE: \$70****Mattel Inc.**
www.mattel.com

This media player delivers programming from the Cartoon Network, World Wrestling Entertainment, BMG Music and other sources for kids aged 9 and up. The Juice Box has a 3-in. color screen and can play for up to five hours on three AAA batteries. The player takes a proprietary Juice Card cartridge that has a new 3-D, write-once chip from Matrix Semiconductor Inc.

**FinePix E550****PRICE: Under \$400****Fuji Photo Film U.S.A. Inc.**
www.fujifilm.com

The FinePix E550 runs on two AA batteries and powers up in about one second, and its 6.3-megapixel photo sensor (which can interpolate images up to 12 megapixels) and 4X optical zoom lens make big, sharp prints at almost any size. The 2-in. LCD display on the back is one of the biggest and brightest I've seen on a small digital camera. Pictures are stored on tiny XD memory cards. The camera comes with a 16MB card, so be sure to budget for an extra high-capacity XD card.

Hip-E Nodebook**PRICE: \$1,700****Digital Lifestyles Group Inc.**
www.hip-e.com

The Hip-E Nodebook is the first computer specifically designed for teenagers. It's a Windows-based flat-screen PC that looks a lot like the most recent iMac. The wireless keyboard docks to a base that also holds and recharges the coordinated cell phone (which uses Sprint's network) and music player. If you want to take the tunes on a trip, the player slips into a slot in the stereo speaker system, which detaches from the display and accommodates a shoulder strap to become an automatic, portable boombox. A series of replaceable "skins" are available so the user can customize his Hip-E with pink fur, a leopard-skin design or whatever. On the software side, a customized desktop organizes applications by activity using a radio-dial-like interface. It's a dandy system, but pricey.



{cool stuff}

accessorizing your computer

DiskOnKey

PRICE: \$470 (2GB)

M-Systems Flash Disk Pioneers Ltd.

www.m-sys.com

Removable Universal Serial Bus (USB) flash drives are faster and smaller than floppies. One of the nicest is this DiskOnKey unit, but the price really jumps from 1GB (\$330) to 2GB! The redesigned device incorporates LEDs to signal I/O activity plus an onboard application-specific integrated circuit to speed transfer. The 2GB capacity is impressive.



Kanguru Zipper HD

PRICE: Starts at \$130

Kanguru Solutions

www.kanguru.com

A slightly different take on small removable storage, the Kanguru Zipper HD uses a 1-in. hard drive instead of flash memory to store gigabytes of data. It's just a bit larger than a typical USB flash drive, but at \$170 for 2.2GB and \$200 for 4GB, it's only half the price of the DiskOnKey and similar competitors.



DoubleSight Dual LCD Monitors

PRICE: \$900

DoubleSight Displays LLC

www.doublesight.com

For those who want a big, flat-panel LCD monitor but don't like the price, DoubleSight has an interesting answer. It takes two 15-in. LCD panels and mounts them in a single housing, giving a total viewing area of 2,048 by 768 pixels. Of course, there's a black bar running down the middle of that picture, so it may not be quite as helpful as you need. But for those who have to display a lot of information or have to deal with numerous tool bars, menus and windows, this could be just the ticket.

Optical Mouse by Starck

PRICE: \$15-\$20

Microsoft Corp.

www.microsoft.com

Taking a page from Apple's playbook, Microsoft brings its first designer mouse to market. Created by noted designer Philippe Starck, the mouse has two full-length buttons, a distinct lighted strip down the middle and a scroll wheel. It's a good-looking mouse and a nice stocking stuffer.



MX900 Bluetooth Mouse

PRICE: \$80

Logitech

www.logitech.com

Nearly all the cordless optical mice I've used exhibit a certain level of sluggishness – they always seem to lag slightly behind where you think they are. Even Logitech's MX900 Bluetooth mouse suffers from this, but the company has found a way to speed things up. It has replaced the LED light source with a laser, and this highest-tech mouse is the most responsive little desktop rodent I've used in years. It costs more than I'd normally want to spend on a mouse, but it's worth it.



multi mobile media

Gmini 400

PRICE: \$400

Archos Corp.

www.archos.com

A little smaller than an iPod music player, the Gmini 400 features a 2.2-in. high-resolution (640 by 400 pixel) color LCD screen that does a lot more than list your tunes. This portable device plays excellent-quality video and games (albeit a limited selection) from the built-in 20GB hard drive. It also plays MP3, WMA and WAV music files, records in stereo, and will display album art if you wish. A built-in compact flash reader makes it easy to store and carry photos, too.

This is the nicest small video player I've seen, and it's fairly priced and cheaper than the iPod.



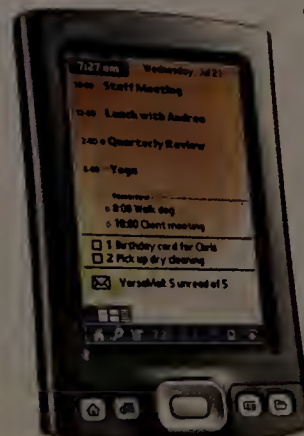
Zire 72

PRICE: \$300

PalmOne Inc.

www.palmone.com

The Zire 72 has a better camera, better screen, better software and twice as much memory as its predecessor, all at the same price. It's the right size for pocket or purse and a great travel companion.



Tungsten T5

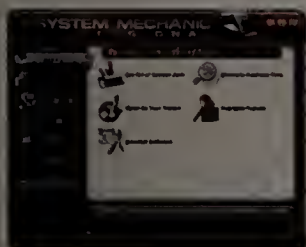
PRICE: \$400

PalmOne

www.palmone.com

The Tungsten T5 is a very different handheld from the Zire 72. Designed for enterprise users, the T5 has no camera, but it does give you built-in Bluetooth networking and 256MB of flash memory – so if the battery dies, your data will still be there. It also can be used as a USB hard drive, and it has a big, bright, 320-by-480-pixel color screen and a built-in voice recorder, all in a great-looking package.



**System Mechanic 5****PRICE: \$70 (Pro edition)****Iolo Technologies LLC****www.iolo.com**

In the age of Windows and complex PCs on every desk, diagnostic and repair tools are more useful than ever, but the available supply has dwindled. The latest suite from Iolo Technologies adds better controls over registry settings and disk maintenance. A home version is available for \$50, but you're better off with the more capable \$70 Pro edition. I especially liked the Startup Guard – which lets me easily control which programs are configured to start automatically at boot time – and the ability to uninstall any program, even those Windows control panels that are usually hard to get rid of.

Oakley Thump**PRICE: \$395****Oakley Inc.****www.oakley.com**

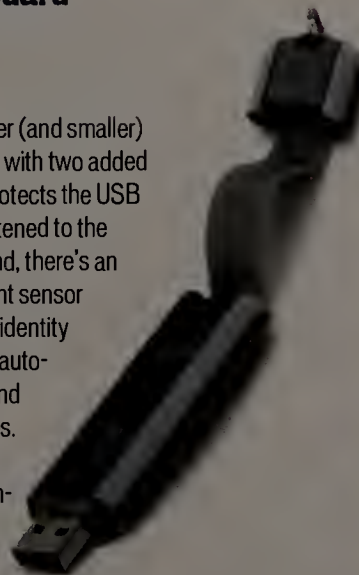
Sure, it's a cool pair of Oakley sunglasses. But it's also an MP3 and WMA music player with 128MB capacity (with the \$495 256MB glasses, you also get polarization), flip-up lenses and ear buds, all available in seven color combinations. I particularly liked the eye-catching red camo/black iridium combo that draws considerable attention to itself. At \$400 to \$500, you want it to look special!

**iGesture Pad****PRICE: \$159****FingerWorks Inc.****www.fingerworks.com**

This device looks like an oversized laptop touch pad that has grown up into a full-size mouse pad, but it lets you do a lot of navigation and control with just your bare hand. The Multi-Touch technology embedded in the iGesture Pad can sense, track and interpret the motion of multiple hands and fingers on a touch-imaging surface. The relatively high price means it's not for everyone, but it's a unique product that will delight many. It works with Windows, Macintosh and Unix machines.

**JumpDrive TouchGuard****PRICE: \$70 (256MB)****Lexar Media Inc.****www.lexar.com**

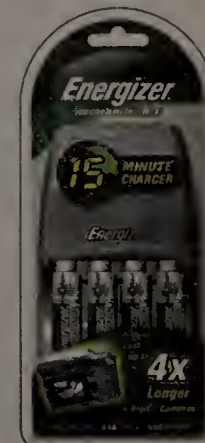
This USB flash drive is cheaper (and smaller) than DiskOnKey, but it comes with two added wrinkles. First, the cap that protects the USB connector is permanently fastened to the unit so it won't get lost. Second, there's an integrated biometric fingerprint sensor that will authenticate a user's identity and provide easy access and automatic log-in to secured files and password-protected Web sites. The device will store and recognize up to 10 fingerprints. Information on the drive is secured via 256-bit encryption.

**road gear****Zip-Linq Cables****PRICE: under \$60****Cables Unlimited****www.ziplinq.com**

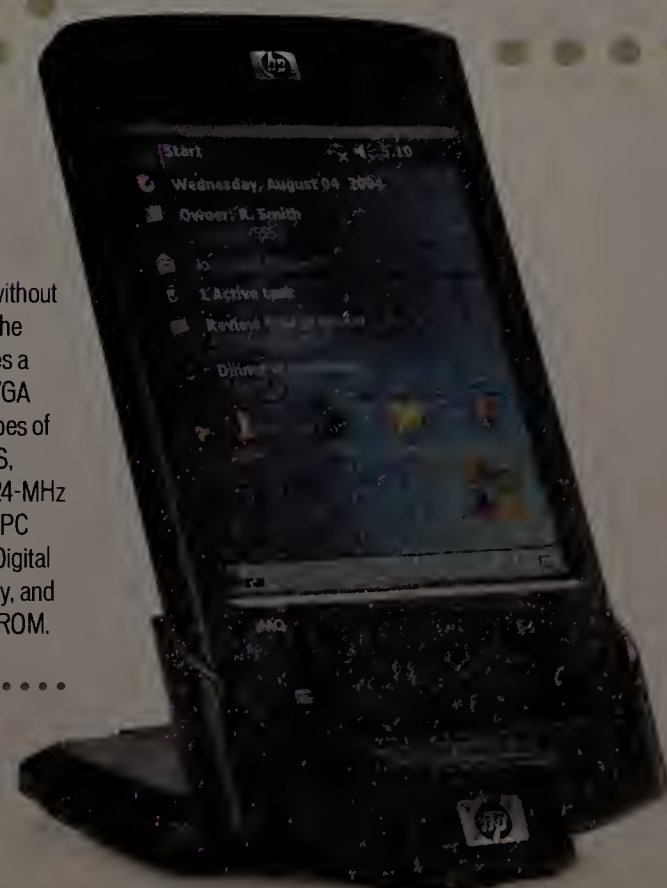
These retractable Zip-Linq units are just about the handiest travel cables you'll find anywhere. In particular, check out the Road Warrior Kit, which includes phone/modem, Ethernet and USB cables, a USB travel light and a travel mouse with retractable cord.

CH15MN**Battery Charger****PRICE: \$30****Eveready Battery Co.****http://data.energizer.com**

From the Energizer Bunny people comes a dandy device that will fully recharge four AA or AAA NiMH cells in just 15 minutes. Smart circuitry in the CH15MN monitors charging to prevent overheating, cuts off when each cell is charged and will maintain a trickle charge if batteries are left in the unit for an extended period.

**iGo EverywherePower 3500****PRICE: \$70****Mobility Electronics Inc.****www.igo.com**

One pain of travel is the fact that each new device seems to come with a battery recharger that won't work with anything else. Mobility Electronics offers a solution with its iGo EverywherePower 3500, which allows you to recharge any device using a standard AC power outlet.

**OQO Model 01****PRICE: \$1,900 (with XP Home)****OQO Inc.****www.oqo.com**

If you're always on the go and really need a full-function computer at all times – and a handheld or Pocket PC just won't cut it – then the OQO Model 01 may well be the machine of your dreams. With its 1-GHz Transmeta CPU, 20GB hard drive, 256MB of RAM, sliding case that uncovers a tiny thumb keyboard and a 5-in. 800-by-480-pixel color display, the OQO is about the smallest full-fledged Windows PC around. At 4.9 by 3.4 by 0.9 in. and with a weight of 14 ounces and a projected battery life of about three hours, the OQO definitely isn't for everybody.

**iPaq hx4700****PRICE: \$649****Hewlett-Packard Co.****www.hp.com**

This device goes about as far as possible without becoming a full-fledged Windows PC like the OQO. Still a Pocket PC, the hx4700 features a 4-in. transreflective screen that offers a full VGA display (480 by 640), and you get three types of onboard wireless networking – GSM/GPRS, Bluetooth and Wi-Fi. The processor is a 624-MHz Intel XScale. You also get the usual Pocket PC software, both compact flash and Secure Digital slots for additional storage and functionality, and 64MB of RAM in addition to the 128MB of ROM.

50964

Kay is a Computerworld contributing writer in Worcester, Mass. Contact him at russkay@charter.net.

Middleware is Everywhere.

Can you see it?

2

3

IBM

5

1

4

Lotus.**Key**

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2. Prototype specs updated securely.
3. New specs modified in showroom.
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Riding THE GRID WAVE

Wolfgang Gentzsch says that, eventually, there will be no difference between the Internet and 'the grid.'

WOLFGANG GENTZSCH says grid computing will come in three waves. The first, well under way, primarily involves the academic research community. The second, just beginning, brings in corporations as users. The third, still some years off, will add individual consumers to the grid. At that point, the Internet will be "the grid," says Gentzsch, managing director of grid computing and networking services at MCNC Inc. A preview of the grid can be glimpsed in the National LambdaRail testbed network, for which MCNC will serve as a technical support center. Gentzsch recently told Computerworld's Gary H. Anthes what it will take to ride the waves.

What's moving us into the second, corporate, wave of grid computing? The IT vendors have their grid story in place — IBM, Sun, Oracle and the others — for the next generation of products that they want to ship and make money with. But there's no money in research grids, and consumer grids are far out. So the current interest is in the enterprise grid.

But are users interested? Grid technology can improve

equipment utilization from 30% on average to something like 70% to 80%. So the interest of end-user companies has grown dramatically. Driven by the benefits — easy access, sharing of resources, easy fail-over and dramatically improving productivity — within the near future, companies will reduce cost and complexity [with grids].

Our products and systems are getting more and more complex, and the infrastructure is getting more complex. Scaling the infrastructure means scaling the people. But if you have a grid in place, you can handle a factor-of-10 increase in resources with the same people.

How pervasive will grids be in corporations in, say, five years? Companies in the life sciences and the financial sector are already advanced today in using local grid technology. In about five years, many of the Fortune 500 companies will be still growing globally, having subsidiaries all over the world, and within these subsidiaries they have IT equipment that may be empty because it's night. So now in a global enterprise grid, a company in Europe, for example, might want

to send jobs to America, where people are still sleeping.

Life sciences and financial companies tend to use grids for scientific applications and modeling. What about mainstream transaction-processing apps? You can't really easily send independent transactions over the Internet. Sending a transaction to a remote server takes far too much overhead, so you send a whole application to a transaction server. You have several transaction systems distributed. It's a grid because the resources are distributed.

Given all these benefits, why aren't we seeing much more rapid adoption of grids? Let's take the hype out of it. Grids promise much more than they can deliver today because grid technology is not mature and complete. There are point products which solve a little bit but don't transform your whole environment into a grid. Grid standards are still missing.

And there are challenges beyond the technology. Server-hugging is still a key barrier to grids; people love their own little systems. Security is another issue. Also intellectual property — should I really run my IP-heavy stuff on another company's server, or send it over the Internet? There are legal issues, social issues, political issues.

What's missing in standards? The

NATIONAL LAMBDA RAIL

NLR (www.nlr.net) is a consortium of research universities and companies working on advanced technologies in network architecture, end-to-end performance and scaling. It's also a testbed network based on optical Dense Wavelength Division Multiplexing (DWDM) that's capable of transmitting 40 simultaneous light wavelengths ("lambdas," or waves), with each wavelength able to transmit at 10Gbit/sec.

NLR is the first network to deploy transcontinental circuits based on Ethernet end to end. It's also deploying a routed IP network over the optical DWDM network. By next spring, NLR will connect research facilities in 27 U.S. cities.

Global Grid Forum is working on these issues with something like 50 working and research groups in seven areas [such as applications, architecture, data, security and performance], and basically all the areas are immature.

For example, how to grid-enable software applications. Today you have to write interfaces manually. These interfaces need to be standardized so you can plug two software modules together seamlessly and at all levels — application,

architecture, data, security and scheduling and resource management.

You speak of the grid and the future Internet as if they were one thing.

The current Internet is just information. The grid adds things like collaboration, computing and other things that make it three-dimensional. It's doing real business and development and production on top of that. With [today's] Internet, you have information. But with the grid, you have access to the resources that use this information. Grids are getting more and more general-purpose. Eventually they will merge, and you have the next-generation Internet.

Will it be based on the same standards as today? Current protocols, like in Sonet, Ethernet and TCP/IP, were built more than 20 years ago, and they never anticipated the amount of data which they have to deal with today... for the "grand challenge" applications. That's why the National LambdaRail has been started, and its key focus is to overcome the limitations of TCP/IP and other protocols.

What about the third grid wave, the one for consumers? We are talking about gaming grids, where hundreds of gamers come together and use the grid for really heavy interactive and compute-intensive stuff.

Also health care. If you have a heart attack or stroke and you are within 15 minutes of a hospital, you get easy help. But in the countryside, the percentage of people dying from heart attacks is at least 50% higher than in the cities. Now, a grid reduces distances to zero, so the country doctor has immediate access to all these expensive machines, which have digital heartbeats, in the hospital. If that hospital is too busy, the health care grid broker selects another resource that is least loaded.

How far off are these third-wave capabilities? Five to 10 years. Five is aggressive; 10 is definitely yes. **50785**

Wolfgang Gentzsch



Managing director of grid computing and networking services

MCNC Inc., a non-profit corporation in Research Triangle Park, N.C. Established by the state in 1980, MCNC originally focused on microelectronics research, but over the years it morphed into an advanced computation service center for grid technology in education, research and commerce. Gentzsch calls it "a grid acceleration center."

Previously senior director of grid computing at Sun Microsystems Inc.

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The Password Is: Useless (Probably)

A secure password is the first line of defense, but too often they're as easy to crack as your knuckles. By C.J. Kelly

WHAT GOOD is a firewall when you can crack more than 50% of the passwords on the network?

It was just a fluke that we ran a password audit last week on our own domain and that of a subsidiary with which we have a full two-way trust relationship. I was disheartened after looking at the results of the report. I called the security team together and said, "We might as well go home. There's absolutely no point in banging our heads against the wall any longer."

Why was this password audit a fluke rather than a regular security measure? The fact is that we have so many things on our task lists that sometimes the most obvious part of security is overlooked. We suffer from a lack of staff, lack of tools, lack of time, lack of security awareness and lack of security policy enforcement. And being new to the company, I made a fundamental error in assuming that the stated password policy, which had been signed off on by executives and posted on the company intranet, was actually being enforced by IT across our domain and those of our subsidiaries. In a way, my awareness of the importance of secure passwords made me blind to the problem: Since I care about my password being cracked, I chose a secure one, and so I didn't stop to test the password policy.

We're back to square one. Without a properly enforced password policy, who cares if

the firewall is logging properly, the SQL Server password is blank or our patches are up to date? Passwords are the first line of defense.

In a Windows network, the password policy is set at the domain level, and in our environment, that's managed by Active Directory. Our current password policy includes these provisions:

- Ten passwords are remembered, which means you can't reuse a password until you've chosen your 11th.

- Passwords expire after a maximum of 45 days.

- The password must meet "complexity requirements": They can't contain all or part of the user's account name, they must be at least eight characters long, and the characters must be chosen from three of four categories — English uppercase characters, English lowercase characters, base-10 digits and nonalphanumeric characters such as !, \$ or #.

All this sounds good, but the policy isn't strict enough, and it allows for passwords like Password1 and Password2. Is anyone surprised that we

found these types of passwords on the network?

When I got the list of users whose passwords had been easily cracked, I looked for key executives, domain administrators and other potentially risky log-ins. I found them all, including some highly visible executives with very stupid passwords. My first order of business was to e-mail one of the domain admins and ask him to choose a more secure password. Next, I sent the list to management and asked for permission to contact the vice president of IT at one of our subsidiaries in order to gain his support for instituting a stricter password policy.

Password Hell

The next steps are to put together a stricter password policy, obtain buy-in from management, publish the new policy, change the technical password management policy to the stricter settings — and wait for the outcry from end users. Adopting a stricter policy sounds like a logical idea, but as we security professionals know, what makes perfect sense to us often comes up against all kinds of resistance.

An interesting question, though, is what our new password policy will look like. One of my security engineers is hellbent on implementing OTP (one-time passwords) via SecureID tokens. We already have a token authentication scheme for remote users logging in via VPN, but tokens aren't currently used internally. I keep telling him that this approach won't ease the password hell facing our internal end users. Many of them, needing multiple passwords to log onto myriad applications, just tape their passwords to their monitors. I expect that's

what will happen with the tokens as well. Or worse, users will lose their tokens every other day. I suggested that we sponsor a single-sign-on project instead.

An interesting option is to use passphrases instead of passwords. Think about it: The longer the password, the harder it is to crack. A passphrase like "All I want for Christmas is my two front teeth!" is statistically more difficult to crack just by virtue of the number of characters, the addition of spaces, differing word lengths and placement of the words. As I looked into this issue, I came across a recently published series of articles [QuickLinks a5170, a5180, a5190] by Jesper M. Johansson, who is the security program manager in Microsoft's security business and technology unit. What a timely find!

Johansson's three-part series explores the question of whether passphrases are better than passwords. Part 1 gives the fundamentals about using passphrases, Part 2 focuses on the mathematical statistics behind cracking passwords and passphrases, and Part 3 gives guidance on how to choose passwords and configure a password policy.

In Part 2, Johansson claims that users can remember long passphrases, that longer is stronger and that passphrases can have more randomness than passwords.

I'm fascinated by the passphrases-vs.-passwords debate, and I'm eager to see how it turns out. At my company, we've been trying to train end users to add special characters to their passwords and to create (and remember) nonsensical passwords. Wouldn't it be grand if we could show them an easier way that was much more secure? ▀

WHAT DO YOU THINK?

This week's journal is written by a real security manager, "C.J. Kelly," whose name and employer have been disguised for obvious reasons. Contact her at mscjkelly@yahoo.com, or join the discussion in our forum: [QuickLink a1590](#)

To find a complete archive of our Security Manager's Journals, go online to [computerworld.com/secjournal](#)

SECURITY LOG

Keeping Tabs on External Media

San Ramon, Calif.-based SmartLine Inc. is rolling out Version 5.7 of DeviceLock, a tool that lets systems administrators control end-user access to PC devices and ports, including USB and FireWire ports and Wi-Fi and Bluetooth adapters. The new version adds an audit function that provides a record of port and device activity, such as uploads and downloads, by user and file name or URL, in the standard Windows Event log. It integrates into Windows Active Directory and includes a snap-in for the Microsoft Management Console. DeviceLock 5.7 will be available for download at [www.advancedforce.com](#) on Dec. 8. Pricing begins at \$35 for a single license.

Fujitsu Focuses on Notebook Security

Fujitsu Computer Systems Corp. is emphasizing security features in its new LifeBook S7000 notebook. Among the features offered are the Authentec biometric fingerprint sensor device; the Fujitsu Security Panel, which lets users select one of approximately 800,000 code combinations to lock the system; the embedded Trusted Platform Module, which employs a chip that allows users to store files or other data securely by encrypting them; and smart-card capabilities.

Securing Wi-Fi

Airtight Networks Inc. announced a new release of SpectraGuard, its Wi-Fi firewall. The San Jose-based company said Version 2.0 protects against Wi-Fi security threats such as rogue access points, misconfigured access points, clients connecting to a neighbor's Wi-Fi network, and clients creating an unsecured Wi-Fi bridge by connecting to other clients on the network. Starter-kit pricing begins at \$7,500 for the Policy Management Server software and two sensors.

**SECURITY
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An interesting question is what our new password policy will look like. One possibility I'm looking into is to use passphrases instead of passwords.



THE LATIN SCHOOL OF CHICAGO NEEDED A MORE MANAGEABLE, LESS COSTLY NETWORK. WE RESPONDED WITH AN INTEGRATION SOLUTION THAT'S GETTING HIGH MARKS.

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BRIEFS

Sterling Rolls Out Services Platform

■ Sterling Commerce Inc. in Dublin, Ohio, announced its Multi-Enterprise Services Architecture, which is designed to allow companies to extend Web-services-based applications beyond the enterprise. Sterling will offer services for business integration, business intelligence and business process management and delivery. The company will provide management dashboards, portals and user interfaces to summarize information from multiple data sources. Pricing information was not available.

Cisco Announces Switching Platform

■ Cisco Systems Inc. announced the ONS 15310 CS Sonet Multi-service Provisioning Platform, a new optical switching system for use on the edge of networks. It's designed to help users deploy services such as private-line and switched Ethernet services without having to redesign or disrupt an entire network. The 1U (1.75 in. high) rack platform is interoperable with Cisco's ONS 5454 Sonet MSPP gear. Available in December, one version of the 15310 that connects to an OC-3 connection starts at \$5,000.

Compuware Bundle Covers Governance

■ Compuware Corp. this week announced Compuware IT Governance by Changepoint, a bundle of software products, including some resulting from Compuware's acquisition of Changepoint Corp. The package is designed to provide a comprehensive view of the performance of all IT investments, the Detroit-based company said. The Compuware software components are expected to begin shipping by early January, and the Changepoint components are scheduled to ship by Jan. 15. The Changepoint components will be priced on a per-user basis, ranging from \$250 per user to \$1,500 per user.

ROBERT L. MITCHELL

802.11n's Pregame Show

IN THE *Star Wars* movie parody *Spaceballs*, the character Dark Helmet (played by Rick Moranis) commands his crew to shift to "ridiculous speed" to pursue another spaceship. Ignoring warnings from his crew that the technology is unproven and untested, the pompous chief executive blunders onward toward disaster.

Similarly, attempts by vendors to jump ahead of the wireless LAN standards game with new high-speed adapters and access points under the 802.11n banner could deal heedless customers an equally unpleasant — and much less humorous — blow.

The IEEE has only just begun considering technical proposals for a new high-bandwidth WLAN standard known as 802.11n. Four complete proposals and 28 partial proposals were submitted for the specification, which will be backward-compatible with current 802.11b and g standards while pushing real-world data rates to at least 100Mbit/sec. and possibly as high as 500Mbit/sec.

There is no 802.11n standard today. As yet, there is no agreement even on which technical proposals should be included. Final ratification of a standard isn't expected before late 2006, and mature, business-class products probably won't appear before 2007. Yet the first "pre-n" products are already heading for store shelves.

Belkin Corp.'s \$99.99 Pre-N Notebook Adapter and \$149.99 Wireless Pre-N Broadband Router use one of the technologies proposed to IEEE Task Group N, but calling the products "pre-n" is stretching the truth. When run in pre-n mode, these are nonstandard products, with all of the risks that implies. And because prestandard 802.11n products use the public airwaves and operate in the same 2.4- and 5-GHz frequency bands as existing 802.11b and g products, they could po-



ROBERT L. MITCHELL IS Computerworld's senior features editor. Contact him at robert_mitchell@computerworld.com.

tentially be disruptive not only to the buyer but also to users of any other WLAN equipment within the same range. Such products are also unlikely to be forward-compatible with real 802.11n products when they arrive and could interfere with the operation of future 802.11n devices.

Gartner analyst Ken Dulaney is disgusted. "It was bad for these guys to start

doing pre-802.11n," he says, citing the potential for interoperability problems for both consumers and business users.

For its part, Belkin says its equipment is backward-compatible. Indeed, its Pre-N products are certified by the Wi-Fi Alliance — although only for 802.11b and g mode operation. However, that distinction will be lost on most buyers, who are likely to associate the Wi-Fi Alliance certification logo on the box with the Pre-N product name.

The alliance won't actually begin certifying 802.11n products until November 2006, and it has stated that it will revoke certification for any product claiming 802.11n features if it fails to interoperate with other Wi-Fi-certified products. The alliance doesn't like the idea of vendors using 802.11n terminology to market nonstandard products. Managing director Frank Hanzlik says the alliance is trying to discourage "terms that imply compliance with 802.11n."

But the alliance's policy falls short of banning the practice. That leaves other vendors free to co-opt the 802.11n name as they develop and market their

own WLAN products that include proprietary high-speed operating modes, all the while slapping the reassuring Wi-Fi certification logo on the box.

This type of marketing sleight of hand isn't anything new in the wireless realm. Vendors have always overstated the actual throughput of WLAN devices. For example, the nominal data rate for 802.11g devices is marketed at "an incredible" 54Mbit/sec., but engineers will tell you that actual throughput efficiency is typically only half the published speed. Many vendors also offer proprietary "turbo" modes that are about twice as fast as 802.11g.

With a real-world throughput of at least 100Mbit/sec., the new 802.11n standard would be about four times as fast as 802.11g. That's a powerful incentive for manufacturers, which are trying to differentiate their products in an intensely competitive market. So, as they did with 802.11g, vendors are likely to push forward with early 802.11n designs.

Vendors are offering higher speeds not because business users are demanding the increased bandwidth but because of the need to differentiate — and because the industry hopes to fill those fatter wireless communication channels with multimedia content for consumers. Most businesses don't need it today, but they're going to get it anyway.

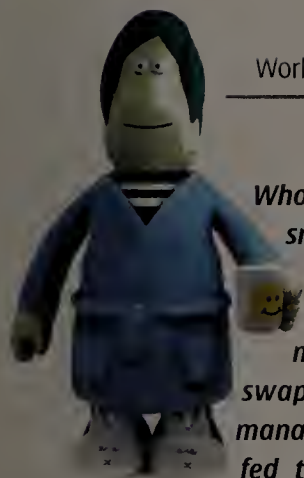
Network administrators have a hard enough time keeping industry-standard rogue access points off the corporate network. But some engineers and executives are going to see pseudo-802.11n WLAN products, glance at the Wi-Fi label, buy it and power up the unit's proprietary and untested 802.11n mode in the office.

Every organization has its share of Dark Helmets. Such ridiculous marketing gimmicks will only make it more difficult to keep them in check.

51128

WANT OUR OPINION?

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Working-At-Home Walter

Who can blame Working-At-Home Walter for feeling a bit smug as he tunes his radio to the morning traffic report? He's not stuck in that freeway mess caused by the overturned lobster truck. He hasn't even shaved, and may well not until dinner. Working-At-Home Walter has swapped his wingtips for fuzzy slippers, but still manages to stay highly productive—not to mention better fed than his in-office compatriots. As Working-At-Home Walter says, it's all a matter of having the right technology to make a home a castle of productivity.

Do you feel you are really as productive at home as you used to be in the office?

Actually no. I'm more productive! It took me a while to realize that all those water cooler conversations, nosh breaks, meetings that always seem to run longer than they need to, and other office antics didn't help my productivity one iota. At home, I'm totally focused. I have more flexibility, too. If I have to stop work at 4:30 to start dinner—I'm a great cook you know—I'll go back to work at 7 to finish up.

How has your boss reacted to your working at home so much?

My boss and the rest of the brass believe that happy workers are productive workers. Mobile technology from Nokia has helped me balance my home and work life. I'm very highly motivated to be as productive here as I'd be in the office, maybe even more so, because working at home gives me that balance I need.

About the Interviewer



Bill Laberis was editor in chief of *Computerworld* for ten years (1986-1996). He is president of Bill Laberis Associates, a custom publishing and content company (www.laberis.com). His columns, Webcasts, supplements and magazines are well-known and respected throughout the high-tech industry.

And the IT people, what do they think of your working remotely?

My buddy Joe in IT says it doesn't matter to him and his crew where I work. Nokia helped the IT department apply best IT practices to all the mobile gear

they support, so extending key applications to sofa jockeys like me has been no problem. Excuse me a second. Gotta take a call from one of my kids at soccer practice.

So what's the secret?

In a word, Nokia. Only it's no secret because the company is world renowned for helping guys like me commute less, connect with coworkers from the comfort of my patio lounge chair, and work in my pj's. My mom got me these, so no laughing, OK?

What are the most important technologies for your work-at-home success?

My laptop is *numero uno* with me, but only if I can have confidence that the connection I have back to corporate is secure, given the info I need. Mobile email is my killer application so it has got to be working 24/7.

Why is security so important to you?

Don't let the slippers and pajamas fool you. I've got an important major accounts job. I need access to business-critical information intended for very few eyes. That access has to be as secure as the gold at Fort Knox. So we use Nokia Secure Access System. I'm no computer whiz, but I'm told this system leverages something called SSL technology running on Nokia's IP Security Platforms. Look, the bottom line is this: Instead of worrying if my data is safe, I get anytime, anywhere access to email, the corporate intranet, management portals, and just about any data I need—instantly and in real time. It's way cool!

What other mobile technologies work for you?

I love my Nokia 6820. It gives me quick and reliable access to the data I need and the people I want to contact. It's got a great color screen for my tired eyes. The quality of the speakerphone for conference calling is outstanding. Depending on my mood and needs, I also use my smartphone based on the Nokia Series 60 software platform. It's unbeatable for voice and data connections, whether for email on-the-fly or just messing around on the Internet.

You are in great shape. How do you stay away from the refrigerator during the day?

Working at home takes some discipline. I ration myself two trips to the kitchen for snacks a day, just like a regular office break. And once in a while I ask my wife, "Honey, do I look fat?" Let's just say I married an honest woman.

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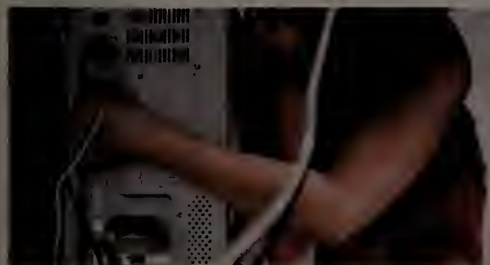
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Think Tank

A good help desk can boost office productivity by 2%, a benchmarking firm says; and a book titled *The New CIO Leader* might help you crack the inner circle of the executive suite. **Page 42**

Career Watch

Too many top executives add too little value; the boom in security hires continues; economic indicators don't have to be boring; and security is where the jobs are. **Page 44**



OPINION

Just Think About It

While it's true that managers thrive on action, Paul Glen says the best ones will learn and grow by reflecting on this year before diving into the next one. **Page 46**



Out OF Sync

Global data synchronization can boost worldwide supply chain efficiency, but achieving it may be complicated, painful and costly.
By Carol Sliwa

RADIO FREQUENCY identification may be grabbing headlines as the hot technology in the retail supply chain. But another mammoth initiative was gathering steam long before Wal-Mart Stores Inc. asked its suppliers to affix RFID tags to pallets and cases.

Wal-Mart and more than two dozen retailers, including The Home Depot Inc., Lowe's Companies Inc., Ace Hardware Corp. and grocers Albertsons Inc. and Wegmans Food Markets Inc., have been preaching the merits of data synchronization to help rid their supply chains of error-infested documents and lengthy product introductions. They've asked suppliers to submit standards-based data to a centralized global directory, which in January will be known as the GS1 Global Registry.

Having accurate, updated data fed into their master product files means

GLOSSARY

DATA SYNCHRONIZATION:

The process of aligning data between trading partners. Updates to data attributes, such as a change in price or the addition of a color, are automatically delivered to recipients who previously synchronized on published data.

GLOBAL DATA SYNCHRONIZATION NETWORK (GDSN):

A global registry and network of interoperable data pools that enable the synchronizing of data between trading partners. The global network removes the need for retailers and suppliers to synchronize with each other on a one-to-one basis. Under the GDSN system, they need only to synchronize with a data pool that sends information to a global registry and is certified to interoperate with other data pools.

GS1 REGISTRY: The centralized directory of the Global Data Synchronization Network. Basic information about products and the companies that make and sell them is registered and stored in the GS1 Registry. "Pointers" are provided to the appropriate data pools, where more information about specific items or companies can be found. All data must be validated against standards established by EAN International and Uniform Code Council Inc. A unique Global Trade Item Number is used for each product and service; a Global Location Number uniquely identifies each company and physical location.

DATA POOL: An entity that provides data synchronization services, registry services and a single point of entry to the GDSN. Data pools must be certified according to EAN/UCC system standards. Data pools interoperate with the GS1 Global Registry and with one another. Approved data pools are CABAS-net, Click Commerce Inc., Global Exchange Services, SINFOS GmbH, Sterling Commerce Inc., Transora Inc., UCCnet Inc. and WorldWide Retail Exchange LLC.

retailers won't have to waste time reconciling errors in purchase orders and invoices. And data accuracy is also a critical step in creating the foundation for RFID, when large volumes of information will be flowing fast and furiously through the supply chain.

"You have to have good data," says Kathryn Cullen, a technology specialist at Kurt Salmon Associates Inc., a retail and consumer products consultancy in Atlanta. "Otherwise, you're defeating the point of speeding up data."

But like RFID, data synchronization projects are rife with challenges for retailers and their suppliers. In a recent *Computerworld* survey of 25 project managers, about a third said they're having difficulty mustering the necessary internal resources for data synchronization products, in some cases because the near-term ROI is elusive.

Andrew White, an analyst at Gartner Inc., estimates that only 5% of retailers have launched item synchronization efforts, the first step in data synchronization. Some of the manufacturers that have worked to comply with the big retailers' directives are having difficulty finding other retailers ready to undertake a synchronization project with them, he adds. That makes it tough to recoup compliance costs and move on to the next phase, when the companies will share more extensive product and price attribute data that should bring a bigger payoff, White says.

At that point, slashing the time and hassle associated with introducing products and launching price promotions are just two of the benefits retailers and suppliers can expect, White says. In the longer term, data synchronization efforts should enable more collaborative planning, he adds.

Dirty Data

But today, "mess" is a word that's often used to characterize the state of the data in the internal systems of retailers and suppliers. It's not uncommon to find the same product referred to in different ways in multiple files, obsolete item numbers lingering for years and product attributes, such as dimensions or the number of items in a pack, defined inconsistently from one company to the next.

For instance, Smart & Final Inc. found 47 different addresses for IBM and numerous ways to identify the vendor, and they were all in the same system, says CIO Zeke Duge. Is it CocaCola, Cocacola or Coca Cola — uppercase, lowercase, one word, two words? Smart & Final had them all.

Everyone is fully aware of what the future return is going to be. But we're not seeing that return now.

GREG LENARD, DIRECTOR OF INVENTORY CONTROL, ACE HARDWARE

"We've been in business for 132 years, and there's a lot of dirt under this rug," Duge says.

So it's no surprise that a key first step on the road to data synchroniza-

tion is getting one's own house in order and cleansing data for the master product file. "You just have to stop at some point in time and fix it," Duge says, "and that's what we did."

The Commerce, Calif.-based retailer spent two years and \$2 million cleaning up its data, an effort driven in part by the purchase of a new logistics system. But Duge says Smart & Final doesn't like to issue mandates to its suppliers and has no plans to join the Global Data Synchronization Network (see sidebar below and glossary) at this time.

"I'll leave that to the guys with the Ph.D.s," he says. "It's a great idea, but it's going to be really hard to do. Most of us can't agree what the data is nor what it means."

Greg Lenard, director of inventory

Continued on page 40

SHIFTING STANDARDS

RETAILERS AND SUPPLIERS

could use a road map to trace the shifting landscape around data synchronization standards and standards bodies.

UCCnet Inc., a subsidiary of Lawrenceville, N.J.-based Uniform Code Council Inc. launched in 1999, established the first extensive central registry for data, and subscriptions to it were *de rigueur* for U.S.-based retailers and suppliers undertaking data-synchronization projects.

But cognizant that data synchronization needed to be a global effort, the UCC and Brussels-based EAN International forged the concept of a Global Data Synchronization Network based on a central global registry that connects to data pools around the world. That registry will be known as the GS1 Global Registry.

UCCnet, which has 32 retailer and about 3,900 supplier members, is one of eight data-pool service providers — including Transora Inc., Sterling Commerce Inc., the WorldWide Retail Exchange LLC and Global Exchange Services Inc. — that have been approved to connect to the GS1 Global Registry. Certification is in the works to ensure that the data pools can interoperate.

Retailers and suppliers need to select a data pool, which validates the data against standards and sends a set of basic information attributes to the GS1 Global Registry.

"There was a great deal of misinformation about the split of the GS1 and UCCnet, pricing policies, legitimate

data pools, interoperability capabilities, etc.," says an e-business project leader at a consumer goods manufacturer, who asked not to be named. "This state of confusion and misinformation made it very difficult to develop a data synchronization strategy."


Michelle Lachance, an electronic commerce business analyst at Seneca Foods Corp. in Marion, N.Y., says it was hard to figure out "who needs to belong to what" and whether any particular service provider has "all it takes to get you compliant."

Howard Singer, a Millville, N.J.-based IT manager at Santa's Best, says some retailers are mandating that the company subscribe to their pools, but the Christmas decorations supplier has no intention of paying to subscribe to more than one.

Some retailers have elected to hold off until the picture clears. An IT strategic planner at a national retail chain who requested anonymity says his company won't be able to build a significant business case for data synchronization until the data standards include both pricing attributes and retailer-dependent attributes, which will enable the company to resolve invoice discrepancies that now cost it money. So the chain probably won't start its data synchronization project until late 2005 or early 2006, he says.

"Those two components make it worthwhile," he says. "But now the standards aren't there to support that."

— Carol Sawa



**EMPLOYEES, FYI:
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Data base logjams. Traffic overloads. Deployment nightmares. Indications that all is not well in Networkland. Web-based applications may be the lifeblood of business, but they've also become its Achilles' Heel, as those applications struggle to coexist with a network that's too focused on connectivity and not nearly adaptable enough.

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Continued from page 38

control at Ace Hardware, says many retailers have been hesitant to take a pioneering role. But he says it's time for more retailers "to put skin in the game" and help define the standards for data synchronization.

Ace took its first stab at data synchronization about six years ago and later joined a group of hardlines retailers in the tedious task of establishing 151 standard attributes to describe its products. The Oak Brook, Ill.-based retailer currently synchronizes data with four suppliers and is queuing up another hundred.

"This is all new for us, both retailers and suppliers," Lenard says, "so it comes down to application of the standards in a uniform way."

It's also important to make sure the master file of product data is updated when additions or changes are made. Lenard expects that Ace will eventually need to update its database architecture to do that. "That's the next step," he says. "How much are you willing to spend on that? That's the ROI piece."

"Everyone is fully aware of what the future return is going to be," he adds. "But we're not seeing that return now."

Supplier Snags

On the supply side, Binney & Smith Inc. received requests from seven retailers to synchronize data. The Easton, Pa.-based consumer goods maker is currently synchronizing with Wal-Mart and Wegmans and working with Supervalu Inc. and Walgreen Co., according to Richard Siegfried, manager of the company's global data synchronization effort.

Prior to the project, Binney & Smith hadn't been using all the attributes its retail customers now want, and even with those it did use, it wanted to make sure every weight and measurement was correct. So the company marshaled a "dirty data team" to meticulously examine each of its 2,200 stock-keeping units, literally putting a ruler and scale to boxes of crayons and markers to make sure every item specification was accurate. The team then re-entered the information into its systems. The process took about 13 months, according to Siegfried.

He says most of the dirty data had resulted from numbers being transposed when the customer order and planning system was set up. In the past, the company manually entered product description information into each system, increasing the chance of error. Now Binney & Smith uses an internally developed Lotus Notes appli-

cation to transfer information from its master file in batch mode to the systems that need it as well as to its Transora Inc. data pool (see glossary and diagram below).

Siegfried says the company is planning to buy a commercial ERP product that will communicate with the Transora data pool, which validates the data against standards before transferring it to the GS1 Global Registry.

Because more manufacturers than retailers have ERP systems and they're entering the information into only one system, their data quality tends to be in better shape, says Rob Garf, an analyst at AMR Research Inc. Yet they also encounter problems because the data hasn't necessarily been inputted accurately, he says. In addition, manufacturers face challenges maintaining the data and ensuring that it meets their retail customers' needs.



"It's a great idea, but it's going to be really hard to do. Most of us can't agree what the data is nor what it means."

ZEKE DUGE, CIO,
SMART & FINAL INC.

For example, the attribute standards that hardlines retailers such as Home Depot and Lowe's developed aren't always appropriate for building materials, says Mike Franklin, an IT manager at Albuquerque-based American Gypsum Co.

The weight of the drywall sheets that the company produces typically varies based on the location of the manufacturing plant, he says. But hardlines retailers had asked American Gypsum to supply weight information as one of the standard attributes. Fortunately, the American Hardware Manufacturers Association recently told Franklin that a gypsum guideline had been approved. "This guideline will hopefully make our implementation less painful," he says.

Franklin foresees the possibility that Home Depot may want some different attributes than Lowe's, and he says he wonders if his company should start storing every attribute it can think of "just in case somebody might want it."

"I'm sure we'll have to go through several phases where we add or modify attributes," he says.

American Gypsum also needs to determine if its Microsoft Corp. Solomon ERP system has enough user-definable fields to handle all the product attributes, Franklin adds.

So far, the return for the effort has been minimal. "Really, the only place we're going to get some noticeable ROI is our customers will have better visibility to the products we carry," Franklin says. "We're happy to try to accommodate that." **50795**

PHASES OF SYNCHRONIZATION

ANDREW WHITE, an analyst at Gartner, says synchronization efforts in the retail supply chain will move forward in the following phases:

1 Item synchronization. Suppliers register basic product information into a central registry that retailers can

access.

TIME FRAME: 2002-2005

2 Data synchronization. Suppliers provide more extensive regional and even retailer-specific product attribute information, such as price terms and promotions, to be stored in data pools or repositories that will communicate with one another via industry standards-based messages.

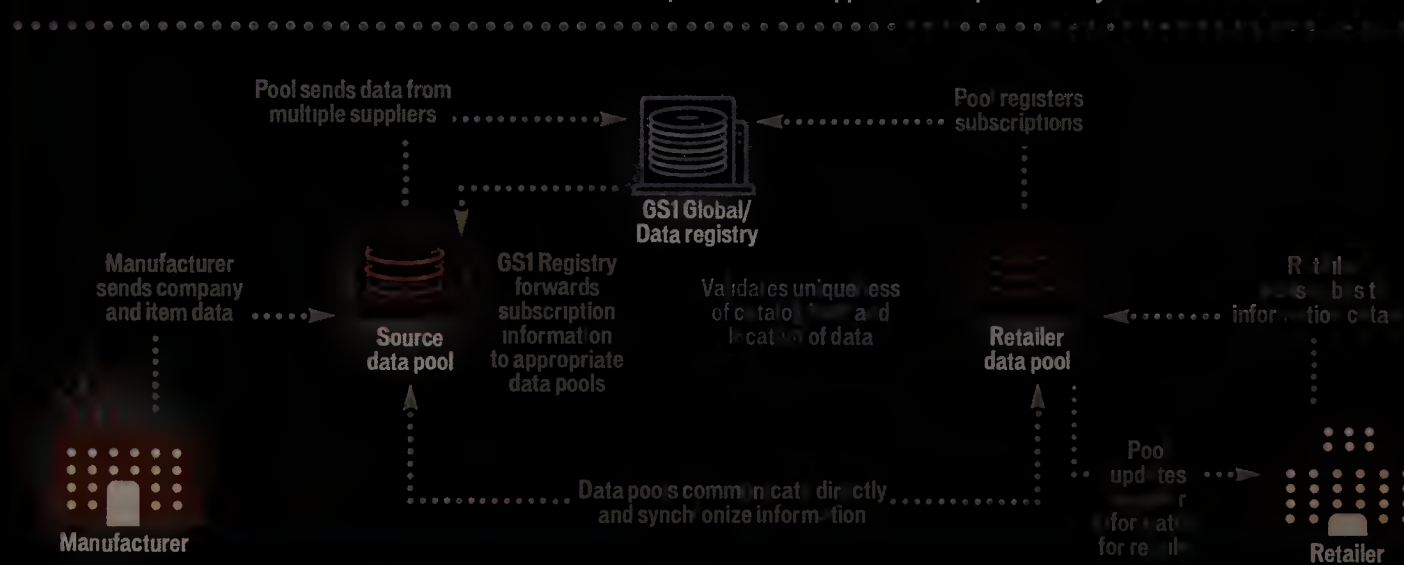
TIME FRAME: 2005-2007

3 Process and global data synchronization. More extensive attribute information is used for collaborative planning and forecasting and business process interoperability.

TIME FRAME: 2007 and beyond

THE GLOBAL DATA SYNCHRONIZATION NETWORK

A manufacturer/supplier registers its product information with a data pool, which validates the data against standards and submits basic information to the GS1 Registry. A retailer subscriber makes a request for product information through its data pool to the GS1 Registry. A pointer directs the retailer to the data pool, where more extensive product attribute information is stored. The retailer's data pool and the supplier's data pool then synchronize their data.



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THE Hidden Costs OF HELP DESK AVOIDANCE

Employees spend an average of 30 minutes per week either trying to fix their own PC problems or working on a co-worker's PC problems, according to research by Compass America Inc., a Chicago-based IT benchmarking firm.

This self-sufficiency and helpfulness may seem like a good thing, but from the company's point of view, it's not very cost-effective, says Scott Feuleless, a senior consultant in Compass' Houston office. For starters, it may be a sign that end users have little confidence that the IT help desk can really help or that users don't know that the help desk could solve their problem. Plus, that 30 minutes of lost work productivity is hurting the company and could be reduced to an average of 10 minutes with a top-notch help desk, Feuleless says.

Companies take a 3% productivity hit from users futzing with their PCs, and that could be cut to 1% with a first-class help desk, Feuleless says, citing Compass' database of more than 7,000 benchmark studies.

So how can companies get a 2% productivity boost? Feuleless recommends the following steps:

- **Make the help desk a one-stop shop for PC fixes**, so calling it isn't viewed as a waste of time.
- **Negotiate service-level agreements** to monitor the performance of the help desk.
- **Standardize PC hardware and software** so the help desk can effectively come up with standard fixes.

— Mitch Betts

Best Bits

The most useful parts of recent business and IT management books

THE BOOK: *The New CIO Leader: Setting the Agenda and Delivering Results*, by Marianne Broadbent and Ellen S. Kitzis (Harvard Business School Press, 2004).

On one level, this book is a disappointment. The authors posit 10 critical ways for the CIO to become a strategic business player instead of being relegated to the sidelines as a "chief technology mechanic." But the 10 points include virtual no-brainers such as, "Lead, don't just manage,"

"Weave business and IT strategy together," and "Develop and nurture a high-performing team." Ack! We've read this a zillion times.

Fortunately, sprinkled in various nooks and crannies of the book are some useful insights and techniques for becoming a trusted member of the executive elite. For example, the authors mention the role of credibility — not just delivering IT proj-



The IT Economy

Does IT matter — in Europe? Yes, according to an IDC survey of 197 European business executives. When the survey directly probed the issue of whether executives think IT matters to their business success, 46% of respondents said it's "critically important." And 42% said their companies need to be more aggressive in their use of technology for competitive advantage, according to IDC analyst Frank Gens.

ects on time and on budget, but "delivering results that your enterprise leadership really cares about." Frankly, they say, it's the only success metric that matters. Plus, the authors provide advice on when and how to get involved in company politics.

If you're new to the CIO game or struggling to crack the inner circle, this book might be for you.

— Mitch Betts

Things to Ponder

■ In a survey of 300 global organizations, 57% of respondents said they use instant messaging at work for personal reasons, Meta Group Inc. reports. And 56% use IM at home for business purposes.

■ At LexisNexis Group, an online research service in Miamisburg, Ohio, IT workers have a tradition of giving dead code a proper burial. When computer programs are replaced, upgraded or unplugged, IT staffers read eulogies to the code, place a printout in a wooden coffin and bury it in a shallow grave with a headstone, the *Dayton Daily News* reports.

■ Companies that automate travel and expense reimbursement can slash the cost of processing expense reports by 80%, according to PayStream Advisors Inc., a research and consulting firm in Charlotte, N.C. ☎ 50824

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Top IT Management Concerns

1	IT and business alignment	
2	Retaining IT professionals	↑
3	Security and privacy	
4	IT strategic planning	↓
5	Speed and agility	↑
6	Government regulation	↑
7	Complexity reduction	↑
8	IT governance	↑
(tie)	Information architecture	↓
10	Business process re-engineering	

(Arrows indicate movement from last year's survey)

Base: 1,000 IT executives
Surveyed: 2004

Source: META GROUP


Buying Intentions

ITC (International Technology Council) of business IT executives is spending exactly the same amount of money in the past year as they did last year. Gens says that's because companies expect to deliver the same productivity gains as last year. But he says, "I think the real test will be to see if companies can deliver the same productivity gains as last year."

Index of Business IT Demand, 2004



Source: META GROUP



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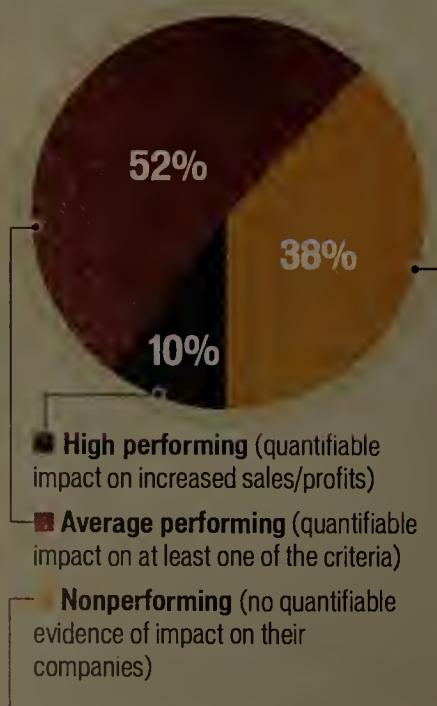
Career Watch

Toxic Toll

A NEW STUDY indicates that 90% of the world's highest-paid and best-educated executives aren't helping their companies increase sales or profits, and 38% aren't providing any quantifiable benefit at all to their organizations.

The study focused on 3,104 executives deemed most critical to the success of some of the biggest companies in the U.S., Australia, China, France, Germany, Italy, Japan, the Netherlands, Sweden and the U.K.

Looking at criteria such as profit, revenue, process improvement, product improvement, customer satisfaction, teamwork, safety and social responsibility, here's how the top execs shook out:



Susan Lucia Annunzio, CEO of the Hudson Highland Center for High Performance, conducted the study. She found that high performers' bosses shield them from company interference, politics and bureaucracy so they can do their work. In contrast, nonperformers' bosses provide no protection from external interference, let them tread neck deep in distractions that have nothing to do with their jobs and often foster "toxic" practices such as hoarding information, embarrassing people with public criticism, micromanaging, shirking responsibility, taking credit for others' successes and pursuing personal agendas at the expense of the team.

OTHER FINDINGS:

- The more hours and fewer vacation/sick days executives logged at toxic workplaces, the worse their performance got.
- 77% of respondents thought their work increased company revenue, compared with 10% whose work actually did.
- Only 17% are developing new products or services, while 40% are focused on increasing internal efficiencies.

The single biggest impediment to high performance, Annunzio says, is short-term thinking, which leads to overworking executives and cutting muscle along with fat.

— Kathleen Melymuka

Security Jobs Boom

There are 1.3 million information security professionals worldwide, a 14.5% increase over 2003, according to estimates by IDC, and that number is expected to increase to 2.1 million by 2008. In a survey of 5,371 full-time information security professionals in more than 80 countries, IDC and its co-sponsor, the International Information Systems Security Certification Consortium, also found the following:

- Companies are reluctant to out-source security jobs because of concerns about a lack of control over the workforce and international laws regarding data loss.
- Regulations like the Sarbanes-Oxley Act, HIPAA and the Graham-Leach-Bliley Act are driving growth, as are new technology implementations and ever-evolving threats.
- More than 97% of respondents had moderate to very high expectations for career growth.
- Security professionals have experienced growth in job prospects,

career advancement, base salaries and salary premiums for certification at faster rates than other areas of IT.

■ Information security managers believe that continuing education and certification are important to the profession, with strong business acumen becoming an essential ingredient for professional success.

■ More than 10% of respondents held executive management titles such as chief information security officer and chief security officer — positions that didn't exist 10 years ago. ☎ 50705

Tongue-in-Cheek Index

In *The Wall Street Journal*, Jared Sandberg offered this lighthearted list of new indexes to gauge the health of your workplace:

PERK DEFICIT: Reduction of workplace assets, from free food to office supplies.

FUDGE-IT SURPLUS: The depth of trouble a company is in, based on the number of times management insists it's healthy.

DISPOSABLE PERSONAL NINCOMPOOPS: Inventory of id'ots on hand, based on everything from suggestion box entries to PowerPoint presentations.

BLEEDING ECONOMIC INDICATOR: Voluntary departures of key personnel.

REALLY GROSS DOMESTIC PRODUCT: Trash piling up in office garbage cans as a result of janitorial cutbacks.

NO CONFIDENCE INDEX: The rise and fall of company T-shirt and baseball cap production.

OFFICE PARK AGRICULTURAL INDEX: Ratio of costly annuals to cheaper perennials around the parking lot.

IT Hiring Heating Up

Monster Worldwide Inc.'s **Monster Employment Index** counts its online job postings as an indicator of job availability. It showed a continuing four-month upward trend in the computer and mathematical occupations category, which captures the greatest number of IT-related positions.

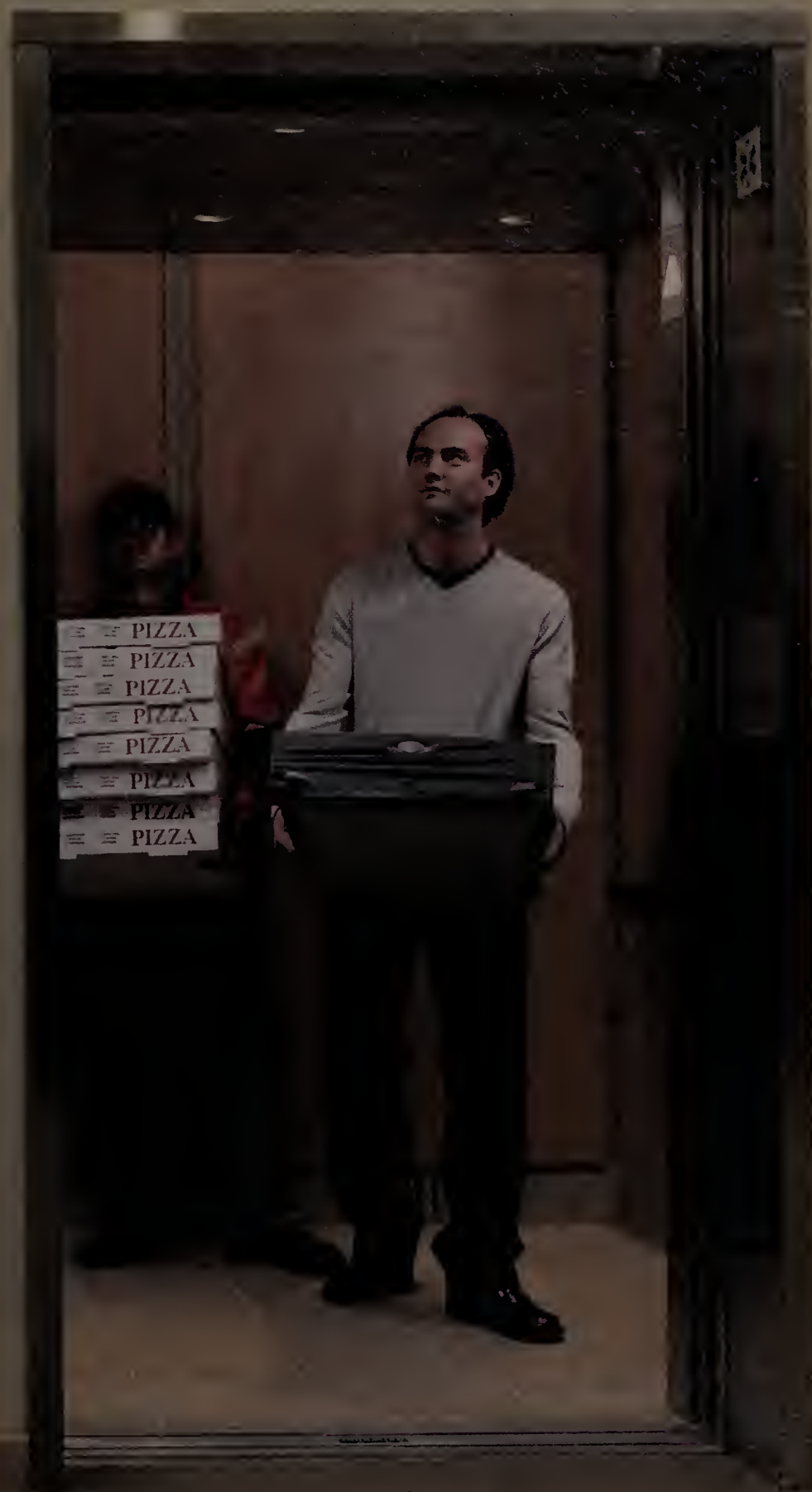
Based on the number of online job postings in relation to total working population, the Monster index found the following locales to be leading in job availability during the month of October:

1	Arizona
2	District of Columbia
3	Maryland
4	Delaware
5	Virginia
6	California
7	Massachusetts
8	Connecticut
9	New Jersey
10	Florida

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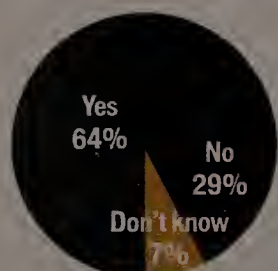
IT Risk Analysis

How does your organization incorporate risk analysis into your current technology justification process?



BASE: 269 TECHNOLOGY INVESTMENT DECISION-MAKERS

Does your current method adequately capture risk associated with technology investments?



BASE: 238 TECHNOLOGY INVESTMENT DECISION-MAKERS

If you tie risk to financial metrics, how do you quantitatively identify and analyze risk?

Adjust cost and benefit estimates

76%

Perform what-if scenario analysis

58%

Adjust the discount rate

41%

Adjust the hurdle rate

30%

Don't know

Other

BASE: 96 TECHNOLOGY INVESTMENT DECISION-MAKERS (MULTIPLE RESPONSES ALLOWED)

SOURCE: FORRESTER RESEARCH INC., SEPTEMBER 2004

PAUL GLEN

Just Think About IT

MANAGERS, AS A GROUP, tend to be action-oriented. We measure ourselves, our importance and our effectiveness in part by the level of activity around us. The louder the hum of machinery, the faster the shuffle of feet in the corridor and the larger the proportion of time we spend in meetings, the better things must be. Stuff is happening, and that's what we're supposed to do: make things happen.

So it's natural that at the end of the year, our attention often focuses on planning activities for the next year. We've arrived at the season of strategic planning sessions, budgets and project proposals. In the coming month or so, most of our organizations will set the stage for what we want to do in the next year.

Action is great, but before diving into planning more actions, it may be time to pay attention to the other end of the managerial spectrum: reflection. That's right; I'm suggesting that the end of the year is a great time for just a little bit of inaction. It's the perfect way to prepare for better action in the future.

Reflection seems to get a bad rap in managerial and leadership circles. There are a few reasons for this.

Many of the most competitive and aggressive businesspeople I know conflate reflection with self-doubt. For them, it's an activity for wimpy, tea-drinking, "girly men" (and women), not the work of serious leaders. They are out and about telling people what to do and occasionally listening to what others have to say. For them,



PAUL GLEN is an IT management consultant in Los Angeles and the author of the award-winning book *Leading Geeks: How to Manage and Lead the People Who Deliver Technology* (Jossey-Bass/Pfeiffer, 2003; www.leadinggeeks.com). He can be reached at info@ec2-consulting.com.

leadership is primarily a public-facing function.

Even those who don't denigrate reflection seem to shy away from it. Thinking deeply can be uncomfortable. We might learn things that we'd rather not know about ourselves, our work or our organizations. It's also an activity without a guaranteed result. What's the deliverable? Insight seems too vague to justify the investment when there are immediate concerns waiting right outside the office door.

More broadly, as a culture, we seem more com-

fortable with cacophony than quiet. If you believe the personal ads on Match.com, everyone loves quiet, moonlit walks on the beach. But having lived on the beach in Los Angeles for seven years, I can assure you that at night, there's no one out there. All you see is flickering blue apartment windows bathed in the warm glow of televisions. We're much more engaged with the ever-expanding variety of media content and advertising designed to invade every second of our consciousness.

So, how should you focus your re-

flection to make the best use of the time? I'd suggest that at least a few key questions be on your agenda.

What did I learn this year? Too often, we look to what happened or didn't happen in the past year as a guide for what we should do next year. Experience offers the potential for growth, development and maturation, but to seize it requires that we pay attention not only to considering the events of the past year, but also to interpreting their meaning.

What did my staff learn this year? Believe it or not, the people who work for you are learning too. At times, it may not feel like it, but they are. But what they learned may not be the same things you did. What did they learn from you? What did they learn about you and about working for you? What did they learn from their successes and failures?

Is what you've learned compatible? This is the tough one, and it requires a fair amount of perspective and candor. Will this past year's learning bring you closer to your staffers, or will it alienate them from you?

The answers to these questions can help you guide not only the future actions of your group, but also how those actions are carried out.

So, where can busy people find the time to reflect? Drive home with the radio off. Rent a remote cabin. Take a really long bath. Sit in a coffee shop for an entire morning without a BlackBerry, a cell phone or a laptop; take only a notepad and a pencil.

If you want to really distinguish yourself as a leader, invest in a little reflection. It can set the stage for focused and meaningful action. **50676**

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Lead Software Security Test Engineer needed to analyze software at the binary level to include x86 assembly, computer architecture, reverse engineering, disassembly and decompilation, manage a team of highly skilled software security test engineers and interact with customers, as well as converse with engineers at the lowest level of technical detail. Candidates must have a master's degree in Software Engineering or Computer Science and 1 year experience. Send resumes to Security Innovation, Inc. 4450 West Eau Gallie Blvd. Suite 240, Melbourne, FL 32934. Attn: Human Resources.

Software Engineers (hvng Masts Deg w/2yr exp or Bach Deg w/5 yrs exp), & Progr Analysts w/exp. for IT Co., Exp. must incl comb's of Java, Custom Portal implementation using Java/J2EE Technologies, Business process re-engineering, ATG architect/manager for custom J2EE based personalization websites/portals, EJB, Servlets, JSP, C++, C, .Net, C#, COM, DCOM, MQSeries, MQSI, Web methods, TIBCO, SeeBeyond, EDI, Gentran, Harbinger, TLE, Oracle Clinical, SAS Programming, QA Validation, QATesting, Win runner, Loadrunner, Cardiff, Smalltalk, Reporting services, .Net, ASP.NET, VB.NET, C#, ADO.NET, Web Services, Remoting, Datawarehousing, Business Objects, Informatica, Datastage, Microstrategy, Actuate, Siebel, Informix, Sybase, Oracle, SQLServer, DB2, MS-Access, Unix, Windows 2000/XP/2003, Netscape Application Server, SAP Basis for SAP R/3 & MySAP Components, BEA WebLogic, Cognos ReportNet on IBM Websphere. We are also looking for Networking Consultants with exp in global office connectivity, branch connectivity using BGP routing protocol, design, develop, test & implement network solutions. Must have relevant exp. Reply w/ 2 copies of ref: HRD Hallmark Global Technologies Inc, 991 Forest Ave., Suite #4, Portland, ME - 04103. Email: resumes@hgtechinc.net.

Programmer/Analyst (multiple positions) needed for Software Development, Services & BPO firm located in Burlington, VT. Job duties include: Analyze, design, develop and implement client server, web-based, and ERP computer applications for clients located throughout the U.S. Use PL/SQL, XML, and Oracle in Windows and Unix environment. Use J2EE technologies. Use Informatica and Cognos for data warehousing. Applicant must have B.S. degree in Computer Science, Business, Math or Engineering. Applicant must also have 1 yr. exp. in the job duties described above or in any computer related occupation which must include skills listed above. 40hrs/wk, 8:00am-5:00pm, Mon-Fri, \$60,000/yr. Send resumes to: Job No. 29862, P.O. Box 488, Montpelier, VT 05601-0488.

Solutions Developer, Order Mgmt Systems (OMS)-Jersey City, NJ: sought by Global Logistics & Transp. Co. to analyze, dsgr, dvlp & implemt standard operating procs for OMS, compatible with IT applications. Configure, test & t/shoot proprietary systems. Spvse 2. Must have Master's Deg in Int'l Bus or IT or related Comp. field & 2 yrs exp in job off'd or 2 yrs rel. exp in mgmt or spz'l'd pos. in Order Mgmt Sys or Global Qlty Mgmt Sys. Must be cert'd in Procurement & Logistics Mgmt & must have ability to work w/major global clients to create logistical solutions in CIEL. Send resumes to: H.Shapiro, Exec Admin., Kuehne & Nagel, Inc., 10 Exchange Pl., 19FI, Jersey City, NJ 07302.

IT CAREER OPPORTUNITIES

DELAWARE - Network Engineering Services Analyst. Deliver telecommunications services related to internet/firewall and perimeter security for South American clients. Position requires a BS and relevant experience; a combination of experience and college level education may be accepted. The flexibility to travel and be on call may be necessary. Must be fluent in Spanish and/or Portuguese. Proof of legal authorization to work in the U.S. is required. Please forward your resume to Computer Sciences Corp., Attn: J. Le, 2100 E. Grand Ave., Mail Code A209, El Segundo, CA 90245.

Medical Information Tech Analysts needed in Tampa, FL. Req. Bachelor's degree or equiv. (as determined by properly evaluated credentials) in Biology, Pharm. or related & 5 yrs. exp. in job offered or in related occupation as a Computer Professional. Rel. exp. must include 3 yrs. working in the Pharmaceutical Industry with Medical Information Systems analysis & design of business requirements. Duties: Design, develop, analyze & document business processes in a pharmaceutical environment; document pharmaceutical process & translate into end user system for coding; design business requirements & medical information systems; work closely with other pharmaceutical process teams to facilitate project progress & to ensure an integrated system solution; test pharmaceutical information system for compliance with medical/pharmaceutical client needs; maintain current insight to SAP policies, technology, products & medical/pharmaceutical industry issues, enabling knowledge transfer to clients; complete internal projects & reports; perform IT support, programming & website development; travel to interact with clients at various locations for different short and long term projects; work with SAP. sev. pos. avail. 40 hrs. per wk., 8 AM - 5 PM; \$76,000/yr. Send resume to: Workforce Program Support, P.O. Box 10869, Tallahassee, FL 32302-0869, Ref. Job Order #FL-2582478.

BCCUSA Inc - South Portland, ME needs experienced System Administrators having a Bachelor's Degree with minimum two years of experience in Installation and maintenance of Red-Hat Enterprise Linux AS3, Windows 2000/2003 servers in high availability DEV/QA/Production environment, Patch management using Shavlik HFNetChk-Pro and System monitoring using DeepMetric IPMonitor. Experience in IIS/Apache Web servers, J2EE application servers like JRun/Orion/JBoss and software build/deployment tool ANT is desired. Competitive salary and benefits. M-F, 40 hours/week. Please mail your resume to BCCUSA Inc., HR Dept, 650 Main Street Ste 201, South Portland, ME-04106.

Seeking qualified applicants for the following positions in Memphis, TN: **Senior Programmer Analyst**. Formulate/define functional requirements and documentation based on accepted user criteria. Requirements: Bachelor's degree* or equivalent in computer science, MIS, engineering or related field plus 5 years of experience in systems/applications development. Experience with J2EE, Oracle databases and airline scheduling systems also required. *Master's degree in appropriate field will offset 2 years of general experience. Submit resumes to Matt Coplas, FedEx Corporate Services, 2955 Republican Drive, 2nd Floor. Memphis, TN 38118. EOE M/F/D/V.

BCCUSA Inc-South Portland, ME needs experienced Programmer Analysts having a Bachelors Degree with minimum two years of experience in Documentum 4i/5i, DFC 4.0/5.0, GxPharma 4.3, WDK4.0/5.0, WCM, eContent Server 4i/5i, Java, JSP, JRun, JDBC, Servlets, XML, RMI, JMS, EJB, ASP, JavaScript, VBScript, WebLogic and Oracle. Competitive salary and benefits. M-F, 40 hours/week. Please mail your resume to BCCUSA Inc., HR Dept, 650 Main Street Ste 201, South Portland, ME-04106.

Omnisoft, Inc.

Software Engineers: Research, design, develop, test, & recommend software requirements for E-commerce database applications. Use Oracle, Java, Perl, XML, Solaris, Web logic, C++ & current Web Technologies in Windows, Unix, and Linux environments. Need Bachelor's in Comp. Science or related and 2 yrs of exp.

Programmer Analysts: Design & develop Enterprise Resource Planning, Customer Relationship Management, ASP, Datawarehouse applications. Use current web technologies, web services, Stored procedures and SQL. Work in Unix Environment and Unix Shell Scripting. Need 2 yrs of exp.

Send resume to: HR Manager, Omnisoft, Inc., 2215 W. Russell Ave. Sioux Falls, SD 57104 or via e-mail at: hr@omnisoftinc.net

Project Director in Mesa, AZ to direct & id. manageable onsite/offshore elearning & applications development projects. Must have MS deg., or foreign equiv., in Eng., Comp. Sc. or rel. field & 3 yrs. proj. eng. exper., incl. proj. design, implementation, planning, reqts. analysis & execution, 2 yrs. exper. in software proj. eng. for comp. or web-based training & proj. mgmt. exper. Bach. deg., or foreign equiv., in Eng., Comp. Sc. or rel. field & 5 yrs. progressive proj. eng. exper., incl. proj. design, implementation, planning, reqts. analysis & execution, plus 2 yrs. exper. software proj. eng. for comp. or web-based training & 1 yr. proj. mgmt. exper. can subst. for MS deg. & required exper. Send resume to Hilary Gosselin, HR Manager, Lionbridge Technologies, Inc., 492 Old Connecticut Path, Framingham, MA 01701.

Maintain Dental mgmt. practice s/w to encompass appointment, billing, accounting & record keeping. Maintain Web & d/base appl./sys. by using XML, ASP.NET, VB.NET, Visual Studio, Crystal Reports & IIS. Req: Bachelor in Electrical Eng., or Comp. Sci. 40hrs/wk. Job/Interview Site: Anaheim, CA. Send resume to Dr. Tariochan Singh DDS, APC @ P.O. Box 18914, Anaheim, CA 92817.

ObjectWin seeks System Analyst, DBA or other IT professionals. Applicants must have BS/MS or equivalent. Skills in ASP.Net, B2B, VB, Java, HTML, VB.Net, XSL, CSS, MS CMS, SSL & MS preferred. Good wage. Travel required for some jobs. Apply at skarande@objectwin.com. EOE. No calls.

Synova has multiple openings for Project/Software Engineers, System Analysts, DBA. Our clients include Fortune 500. Candidates must have MS or BS with experience. We offer attractive wage with full benefits. Travel maybe required. Email resume to ads@synovainc.com. EOE. No calls.

Software Design and Development Administrator for Medical Day Spa to analyze, design and implement solutions for Internet related activities, such as web design and development, e-commerce, software application design, etc. using MS dotNet technologies (specially WinForms, ASP.NET, ADO NET and MS SQL). Supervise and coordinate workers remotely. BA in Bus. Adm in MIS +2 yrs exp in job offered working experience in Object Oriented programming req. Forward resumes to: Jayne Eshelman, Cara Mia Care Center, 19641 E. Parker Sq. Dr., Parker, CO 80134.

Programmer/Analyst needed for Software Development, Services & BPO firm located in Burlington, VT. Job duties include: Analyze, design, develop, code, test, and implement computer applications/systems for clients located throughout the U.S. Use Visual Basic, Oracle, Clarify, TIBCO, PL/SQL, and SQL Server. Applicant must have B.S. degree in Computer Science, Business, Math or Engineering. Applicant must also have 2 yrs. exp. in the job duties described above or in any computer related occupation which must include skills listed above. 40hrs/wk, 8am-5pm, M-F, \$65,000/yr. Send resumes to: Job No. 29933, P.O. Box 488, Montpelier, VT 05601-0488.

Sr Software Developers/Engineers with BS in CS, IS, Math or Engg and 3 yrs progressive development exp in current MS operating system environments using Windows. One position requires 1 year web-based exp with .Net, C#, Java XML, SQL, VB and Windows 95/98/NT 2000. One position requires 1 year exp with Java, J2EE, Corba, and SQL. Resumes only to B. Ashmore, Advanced Solutions, Inc., 1510 Klondike Road, Suite 400, Conyers, GA 30094

Programmer Analyst

Plan, develop, test, document computer programs; consult with user to identify operating procedures for workflow, financial & medical applications; determine feasibility, cost/time required; convert project specs, prepare flow charts using Visio, Rational Rose; enter program codes/commands; detect syntax/logic errors written in Delphi, Java & RDBMS (MS Access, SQL Server 2000); use Visual Source-safe, CVS. Req. BS Comp. Sci., Applied Math, related or equiv. & 2 yrs. exp. Resume to HR, SDA Software 11301 Coolwood Rd. Louisville, KY 40223.

IT specialists wanted by Deligent LLC to develop applications using Oracle, SQL, VB, Java, C/C++, SAP, AS/400, Developer 2000, Windows NT, etc. Minimum is BS/MS with IT experience. Travel maybe required. Competitive wage with benefits. Apply at jobs@deligent.net. EOE.

Immediate openings for both entry & experienced Systems Analysts, Software Engineers, DBA & IT Consultants. Job duties & tools vary depending on position. BS/MS, 0-3 yrs exp reqd, accept foreign edu. equiv. Travel maybe required. Send résumé & salary requirements to: Saras America, Inc. hr@SarasAmerica.com. EOE

S/W Engineers - Dvlp & support S/W to process & analyze magnetocardiographic (MCG) signals: digital signal processing, ODBC prgmg, data acquisition, communication w/ SQUID electronics, real time data display, GUI & debugging. Use Visual C++, SQL, multithreading prgmg, Visual Studio C++, RDBMS, MFC, DAQ, Win SDK. Comp Sci/Engg & exp req'd. Send resume to CardioMag Imaging, Inc., 4th Fl, 450 Duane Ave, Schenectady, NY 12304. EOE

Radio Frequency Engineers needed. MS or equiv. and rel. work exp. Duties include: Analyze, design, implement, optimize, & enhance wireless telecomm. networks. Link budgets analysis & system dimensioning for coverage & capacity. Oversee & guide the work of Assoc. & Design Enggs. Position may require travel. 3 yrs of Radio Frequency exp with at least 2 yrs Nortel equip. exp. Send res., ref., & sal. req. to IT Wizards Inc., 181 State St., Augusta, ME, USA 04330.

SYSTEMS SOFTWARE ENGINEER to provide on-site consultancy to analyze, design, develop and implement systems software in web architecture using Java, JSP, WebLogic, Oracle, DB2 and WebSphere for J2EE applications in objected oriented and Windows environment. Require Master in Computer Science/Applications and three years experience in the job offered or any experience providing skills in the described job duties. 40% travel to client sites within the U.S. required. Competitive salary and benefits, 40-hr week, M-F. Mail resume to: Human Resource Manager, 4C Solutions, Inc., 1201 7th Street, East Moline, IL 61244.

Computer Professionals (Multiple Openings) Must have bachelors or equivalent degree and/or experience in computer science, engineering or related field and experience in some of the following skills: C/C++, Java, J2EE, WSAD, WBI (Crossworlds), VB, Oracle, SQL Server, Sybase, PeopleSoft, Siebel, SAP, EDI, EAI, Oracle Financials, Main Frame environment, Cobol, DB2, Facets, AS/400 on Windows and/or Unix Platforms. Must be able to travel or relocate nationwide. Attractive compensation package. Please Email to: resumes@esharpedge.com OR mail to: HR Department, Sharpedge Solutions Inc, 2200 S Main Street, Ste # 205, Lombard, IL 60148

Software Engineer to analyze, design, develop and test client server enterprise applications using J2EE, Java, C++, Servlets, JSP, XML, HTML, CORBA, Oracle, Websphere on Windows and UNIX operating systems; generate code from client requirements using Visio 2000 and UML; evaluate and enhance performance of enterprise application using JProbe Suite and automate testing process using WinRunner. Require BS or foreign equivalent in CS/Computer Engg with 3 yrs of exp in IT. Competitive salary, F/T. Resumes to CyberObject, 3050 Business Park Drive, Suite A-1, Norcross, GA30071

C & G Pharmacy LLC (Houston, TX) is seeking a Computer Support Specialist using Radio Frequency Sensing and Ultrasonic Detecting Technologies. 6 mon. exp. Mail resume to 11618 Aldine Westfield, Houston, TX 77093 or 281-442-1432(F). Attn: Sunny Chin.

Seismic Micro-Technology, Inc. seeks a Geosciences Software Quality Assurance Tester to analyze and test seismic software. M.S. 1 yrs. exp. in using geosciences software. Send resume to 8584 Katy Fwy, #400, Houston, TX 77024 Attn: Manager of HR or 713-464-6440(F).

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The IT Careers Network uses the power of The Wall Street Journal's CareerJournal jobs database to bring you the largest concentration of IT jobs available. Get e-mail notifications when new jobs match your search criteria. Post an online resume and more.

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- create a Job Alert
- edit a Job Alert
- post a resume
- edit your resume

features & tips
Gather the best IT career-related information, features, news and tips from some of the best sources in the industry. They bring readers regular items such as opinions and advice from industry experts, special packages and supplements on career trends, salaries, contracting, hiring and retention issues.

- Computerworld

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Finding the right IT professionals to fill your available positions can be a challenging and time-consuming effort. IT Careers can help. With the 2.2 million unique visitors each month, the online services that are available through IT Careers is a smart way to deliver and job posting.

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Amkor Technology is currently looking for a Senior Analyst for our Chandler, AZ office. The primary function of this position is to perform project management and web architecture design utilizing tools such as Java, JSP, ASP, WebSphere, HTML, JavaScript, Dreamweaver, Oracle etc; analyze document reqs and recommend software solutions; analyze appl architecture, design apps by creating prototype solutions and study feasibility; create software development plans, implement strategies to improve business processes. Provide comprehensive support for product lifecycle business processes, platform, and integration reqs utilizing various PLM tools including Agile & SCMnet. Require a Bachelor's degree or foreign equivalent in CS/Business/Engineering and 2 yrs exp in web technology. In lieu of a Bachelors, 3 yrs of academic studies in one of stated fields plus 1 extra yr of work exp in web technology will be accepted. Competitive salary, f/t. Send resumes to HR, Amkor Technology, 1900 South Price Road, Chandler, AZ85248. Refer Job Id AKT1104

Internet Development Analyst. Responsible for planning, developing and deploying eBusiness applications and technologies in support of Roche's business activities. Specifically: Developing new web applications, as well as extensions, modifications and interfaces to existing eBusiness applications; Providing technical expertise and analysis support to customers wishing to make use of eBusiness technologies; Performing process analysis, design of application architectures, code writing and unit testing; Leading large development projects requiring in-depth knowledge of complex development languages, function and interface design; Communicating and coordinating with end users, contractors, system administrators and other development or maintenance personnel. Prior experience must include database migration and development of multiple e-commerce web applications. The position requires an BS in Electronics or Computer Engineering and 5 years in the job offered or 5 years of program/system analysis. Submit resume and social security number to: Kathy Sanders, Roche Diagnostics, 9115 Hague Road, Indianapolis, IN 46250. No phone calls please.

Health Systems Analyst Programmer I to develop and support advanced healthcare software applications in a highly distributed environment, provide real-time connectivity to proprietary clinical repositories, serve as technical lead on Intranet development, and provide development for the electronic messaging system. Requires: Master degree in Computer Science, at least 24 months experience in programming. Must have advanced background experience in using the Perl programming language to provide connectivity to MySQL databases and Common Gateway Interface applications. Must have strong experience with generating PNG (Portable Network Graphics) for real-time visualization of clinical data. Must have advanced experience with Javascript, HTML, DOM, CSS, and XML. Needs to be willing to provide 24x7 support for mission-critical applications. Should be familiar with the clinical environment. Medical research experience is also required. Please send resume to Dario Giuse, Vanderbilt University, Eskind Biomedical Library 4th floor, 2209 Garland Ave, Nashville, TN 37232-8340.

Software Professionals in programming/analysis, systems analysis, QA engineering & testing, software engineering, systems administration, and related fields at all levels, including project lead and manager, with relevant bachelor's degree/equivalent. Also seeking Business Development Managers, Business Developers, Business Analysts, Market Research Analysts, Sales Engineers, Technical Resource Management professionals (several levels, Associates/Sr.Executives/Manager)/Senior level positions require graduate degree/equivalent. May be relocated for short and long term assignments throughout the U.S.A. Zensar Technologies, Inc., One North LaSalle, Suite 3650, Chicago, IL 60602. Send resume & cover letter detailing position sought & relevant experience to balu@usa.zensar.com. Please quote reference CW/Zensar in all your mails.

Sr. B/z Analyst for d/base bk/up & recovery. Solve appln issues of Sybase, SQL Server 2000, MS SQL Cluster Server, Win 2K, NT and DB Artisan 7.3. D/zn XML docs. w/ XML schemas, dev. XML transn modules w/ XSLT. D/zn & dev XML schema, web services to receive info. from external sys & validate, parse/load info into d/base. Admin B/z Obj & Crystal Enterprise servers over multiple locns. Documentum 5x admin and dev exp. Support applns on cold fusion servers to create/display reports for web site. Perf B/z Obj. Enterprise 6 Instals/migrns. Appl Foundation, Dash board and VBA. Asst in train/g of records mngmt pracs. Supp devmt & implemtn of spl research initiatives. Prov consult & tech supp. Budgets & schedule for 24/7 records & doc. control org. BS in Eng. + 2 yr. exp. in job duties. Apply: Resourcis - Code KK., 1000 Abernathy Road, # 1010, Atlanta, GA 30328 w/ proof of perm. W/k authzn.

PROG. ANALYST - JAVA J2EE
Using dsgn patterns, component-oriented agile methodologies, service-oriented architecture & domain knowledge, architect validations in web client component using server-side Java J2EE. Dvlp module for reflecting electronic document exchange for web & desktop users. BS degree in Comp. Sci. or Electrical or Electronics Engng + 2 yrs exp. in job offered or as a Software Engnr Java J2EE. Exp. must incl. Java J2EE architecture dsgn patterns, EJB & JMS, XML parsing technologies, C/C++ & concurrency/threading expertise. High mobility preferred. 40 hrs/wk, OT as reqd, 8am - 5pm, \$66,730/yr. Submit resume to: Manager, Butler County CareerLink, Pullman Commerce Center, 112 Hollywood Drive, Suite 101, Butler, PA 16001-5699. Refer to Job Order No. 476674.

Medical Device Software Engineer sought by Medical device dvlpr to work at Ann Arbor, MI facility. Will research, dsgn & dvlp complex comp s/ware systms in conjunction w/hardware product dvlpmt for medical appls by applying principles & techniques of comp sci, engg & mathematical analysis. Will be responsible for maintenance of existing systm s/ware incl debugging, testing & implmtg necessary improvements. Req Master's in Comp Sci/Engg or Electrical Engg & 6 yrs of s/ware dvlpmt exp incl 3 yrs exp in medical device arena. Interested candidates send resume to Leslie Wild, HR Generalist, Terumo Heart, Inc., 6200 Jackson Rd., Ann Arbor, MI 48108.

Business Program Applications Analyst. Analyze, define & design complex business processes for application to electronic data processing systems, both at the local unit & the enterprise levels. Lead complex projects & provide direction to others in performing: Systems analysis, applications programming, database administration, business process analysis, & systems specialization. Requires B.S. in Business Administration, Commerce or Information Systems. Also need 2 yrs performing enterprise resource planning with software such as J.D. Edwards programs. 8:00 - 5:00, M-F. Must have proof of legal authority to work indefinitely in the U.S. Submit resumes to: S. Ardelean, HR Manager, BorgWarner Inc., 3800 Automation Avenue, Auburn Hills, MI 48326

Unica Corp. a leading provider of Enterprise Marketing Management Solutions, is looking for a qualified Software Engineer to work with enterprise applications and n-tier architectures to develop Java-based, next-generation enterprise marketing applications. Must have a Bachelor's degree in CS, Engineering or similar field and relevant advanced study, research or experience in web applications development. Requires JavaScript, Java, JDBC, XSLT, Servlets and Java Security Frameworks; UI, database and middleware; DB2 and Oracle; Windows and UNIX (Solaris) operating systems. Forward resumes to Job code #5, Human Resources, Unica Corp., Reservoir Place, North 170 Tracer Lane, Waltham, MA 02451, or e-mail: careers@unica.com

Project Managers to lead/manage teams to study, analyze, customize and develop Portal infranet billing appls using C, Pro-C, Oracle procedures, triggers, Unix shell scripts etc; lead teams to develop custom GUI tools in VB using portal COM objects; mentor in development of Oracle triggers, packages, procedures, view and pro-C for data retrieval/data migration; evaluate, test, train team members. Require MS (or foreign equiv) in CS/Computer Engg & 1 yr exp in portal infranet billing. F/T. Competitive salary. Travel involved. Resumes to HR, Intercall, Inc., 1211 O.G. Skinner Drive, West Point, GA31833. Please refer Job IC1104.

Programmer Analysts Needed. Seeking qual: candidates possessing BS/ equiv. & rel work exp. Duties include: Plan, develop, & analyze applications. Code, test & debug programs. Work with at least 2 of the following: Tuxedo, Corba, Visual Basic, Java, and J2EE. Fwd. res., ref. & sal. req. to UBICS Inc., Attn: HR, 333 Technology Dr., Ste. 210, Canonsburg, PA 15317.

Programmer Analysts to analyze, develop appls using C, C++, Java, XML, VBScript, VB, HTML, SQL, etc; use Mercury Win Runner & Load Runner to provide automated functional/ regression testing, performance load and stress testing for web based appls; interact with clients, end users for reqs gathering, analysis, planning & implementation; modify and debug existing software appls. Require BS or foreign equiv in CS/Engg (any branch) with 2 yrs of exp in IT or an MS or foreign equiv in one of the above fields. F/T. competitive salary. Travel involved. Resumes to: HR, Semafor Technologies, Inc., 3300, Holcomb Bridge Road, Ste212, Norcross, GA30092.

System Engineer VI, Temple Terrace, FL - Design, develop, implement and integrate information systems including determination of hardware, software and network environment required to support operations; serve as team leader in the architecture and development of web services and portal applications, resource planning and estimates; design and develop distributed systems using C, C++, TCP/IP sockets, COM/DCOM and MFC and architect and manage middleware and web portal applications using J2EE Java, and WebLogic on UNIX, Linux and Windows platforms; provide detailed design and unit test creations; utilize J2EE and WebLogic based infrastructure development to support shared development environment. Requires Bachelors degree in Engineering or Computer Science and either 5 yrs. experience in the job offered or 5 yrs. experience in designing and developing distributed systems using C, C++, TCP/IP sockets, COM/DCOM and MFC, to include 1 year architecting web portal applications using J2EE and WebLogic. Salary \$100,000/yr, 40 hrs/wk, 8 AM to 5 PM, Mon-Fri. Send resume to Workforce Program Support, P.O. Box 10869, Tallahassee, FL 32302-0869, refer to Job Order #FL-2583701.

Software Engineer, Temple Terrace, FL - Module lead responsible for the design, architecture, development and deployment of a system application that provides telephone number selections and address validations using CEM middleware with server side C++, C, Informix and UNIX; design, develop and implement OO (Object Oriented) and multi-tiered client-server applications using C++, C, SQL and Java in a telecom domain; perform requirements gathering; provide post production application support; allocate tasks to team members and coordinate status meetings; analyze issues and provide feedback to resolve client issues; responsible for identifying risk factors that affect project deliverable dates; analyze and respond to training related issues for application users. Requires Masters degree in Engineering or Computer Science and either four years experience in the job offered or four years experience in object oriented and multi-tiered, client-server application design development and implementation using C++, C, SQL and Java in a telecom domain. Salary \$78,000/yr, 40 hrs/wk, 8 AM to 5 PM, Mon-Fri. Send resume to Workforce Program Support, P.O. Box 10869, Tallahassee, FL 32302-0869, refer to Job Order #FL-2583086.

Computer Scientist, Responsible for performing basic research in intelligent agent systems & applying the results to challenging real-world problems. Responsibilities will include managing maintenance & extension of existing BDI (Belief Desire Intention) agent software & leading research efforts in the area of robustness for agent systems. Requires PhD in computer science with doctoral research & dissertation emphasis in BDI agent systems plus five years experience in the application of BDI agent systems to real-world problems. Requires publication record in BDI systems. Background must include theoretical foundations of BDI agent systems; programming in Prolog, Python, Java, and Lisp; software engineering project leadership experience. This position is located in Menlo Park, CA. Please apply, indicating job# 2263, via our website @ www.sri.com or mailing address at 333 Ravenswood Ave, Menlo Park, CA 94025. Attn: Employment Dept. EOE/AA

Computer Scientist. Responsible for R&D of hardware & software formal verification framework. Duties include design & implementation of formal specification language, new automated verification algorithms; overall system infrastructure; perform research in formal methods area; write research papers & technical reports. This position requires Ph.D. in CS with doctoral dissertation emphasis in software engineering & formal methods for analysis & verification of software & hardware systems. Research background to include: design, implementation; use of model checkers, static analyzers, compilers; software verification; implementation & design skills including object technology; programming skills including C++, Scheme, Emacs-Lisp, & Java; working knowledge of automatic theorem proving & formal semantics of programming languages. This position is located in Menlo Park, CA. Please apply, indicating job# 2251, via our website @ www.sri.com or mailing address at 333 Ravenswood Ave, Menlo Park, CA 94025. Attn: Employment Dept. EOE/AA

.NET or Java/J2EE Application Developers

ThoughtWorks is a global, rapidly-growing application development firm looking for .NET and Java/J2EE developers for its Chicago, Nashville, New York, and San Francisco offices. We build highly complex, high business value applications for Global-1000 clients. .NET/Java/J2EE developers must have a minimum of a Master of Science degree in Computer Sci, Computer Engineering, Computer Info Systems, Elec Engineering or a related field. Must have at least 6 mos of exp incl analysis, design, coding & implementation of large scale, complex OO applications. Must be open to possible extensive travel.

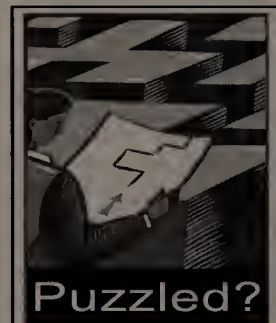
For .NET devs, delivery exp on an actual C#/NET project w/ integration w/3rd party applications & non-Microsoft technologies is essential & development exp using Microsoft languages & tools, such as COM+, ASP.NET, ADO.NET, Enterprise Services, etc. J2EE devs must have delivery exp as a programmer, analyst or engineer on a large-scale J2EE application. Exp must incl OO design & design patterns. Pls E-mail res to: work@thoughtworks.com.

Abbott Laboratories in Illinois seeks qualified Systems Analysts, Database Administrators, Software Engineers, Software Specialists and Applications Programmers with experience in one or more of the following technologies: SAP, ABAP, BASIS, RDBMS, SUN UNIX, Solaris, Seibel, Oracle, AS/400, PL/SQL, Visual Basic, C/C++, Windows, UNIX, SAS, HTML, XML, Java, JSP, JavaScript, Documentum, LAN, Lotus Notes. Respond by mail to Abbott Laboratories, Dept. 323, Bldg. AP6D2, 100 Abbott Park Road, Abbott Park IL 60064-32537. An EOE. Refer to ad code: IT-KE

Abbott Laboratories in Illinois seeks qualified Systems Analysts, Database Administrators, Software Engineers, Software Specialists and Applications Programmers with experience in one or more of the following technologies: SAP, ABAP, BASIS, RDBMS, SUN UNIX, Solaris, Seibel, Oracle, AS/400, PL/SQL, Visual Basic, C/C++, Windows, UNIX, SAS, HTML, XML, Java, JSP, JavaScript, Documentum, LAN, Lotus Notes. Respond by mail to Abbott Laboratories, Dept. 323, Bldg. AP6D2, 100 Abbott Park Road, Abbott Park IL 60064-32537. An EOE. Refer to ad code: IT-KE

Systems Engineer (Temple Terrace, FL): Responsible for .NET development including delegation, marshalling and unmanaged code operability; design, support, maintain and manage computer information systems; architect N-Tier distributed internet/intranet applications; create data access and business layers using C++ and .NET; create SQL stored procedures and triggers and write queries; gather business requirements and create high level technical documents; provide production support; work on enhancements and migration from legacy based data storage systems into SQL based systems. Requires Bachelors degree in Computer Applications or Computer Science, or employer will accept Bachelors or Masters degree equivalent based on a combination of education as determined by professional educational evaluation service. Also requires either 3 years experience in job offered or 3 years experience providing .NET development including delegation, marshalling and unmanaged code operability. Salary \$65,000/yr, Mon-Fri, 8AM-5PM, 40 hrs/wk. Send resume to Workforce Program Support, P.O. Box 10869, Tallahassee, FL 32302-0869, refer to J.O. # FL-2581537.

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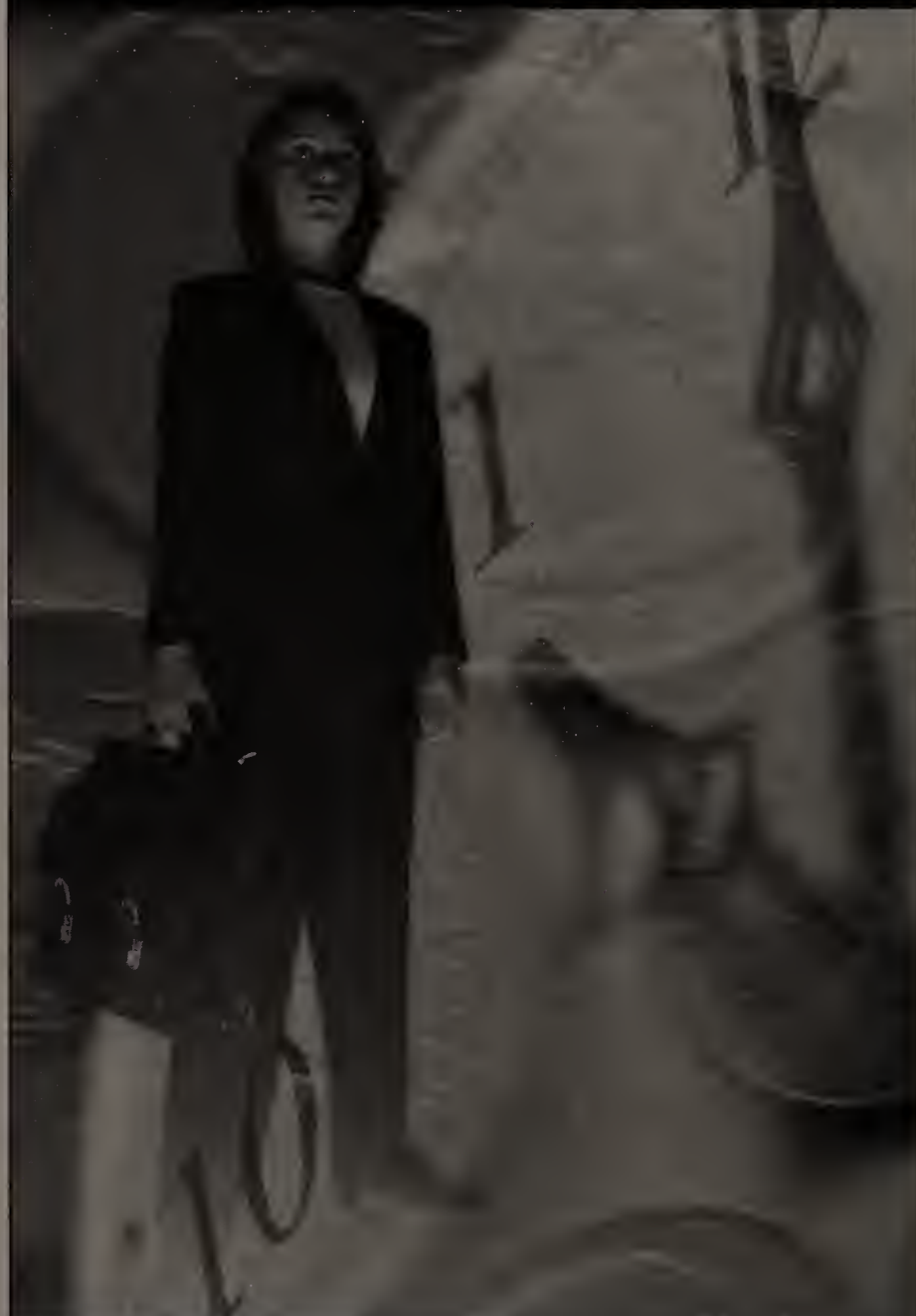
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Page number refers to page on which story begins. Company names can also be searched at www.computerworld.com.

ACCENTURE LTD.	6	CLICK COMMERCE INC.	38
ACE HARDWARE CORP.	37	CLOSE THE LOOP LTD.	14
ADAPTEC INC.	14	COMPACT POWER SYSTEMS INC.	23
AIRTIGHT NETWORKS INC.	32	COMPASS AMERICA INC.	42
ALBERTSONS INC.	37	COMPUTER ASSOCIATES	
ALCATEL	12	INTERNATIONAL INC.	8, 19, 20
ALIPH	23	COMPUTER SECURITY INSTITUTE	8
AMERICA ONLINE INC.	7, 12	COMPUWARE CORP.	34
AMERICAN GYPSUM CO.	37	DANSKE BANK AS	12
AMERICAN HARDWARE		DELL INC.	6, 14
MANUFACTURERS ASSOCIATION	37	DIGITAL LIFESTYLES GROUP INC.	23
AMERICAN INTERNATIONAL		DMDATA AS	12
GROUP INC.	10	DOUBLESIGHT DISPLAYS LLC	23
AMR RESEARCH INC.	37	EAN INTERNATIONAL	38
AP MOLLER-MÆRSK AS	12	EDS ADVANCED SOLUTIONS INC.	8
APRIMO	6	ELECTRONIC DATA SYSTEMS CORP.	6, 8
ARC ADVISORY GROUP INC.	18	ELECTRONIC FRONTIER FOUNDATION	7
AUTHENTEC INC.	32	ELEMENTOOL INC.	8
AUTOMOTIVE RESOURCES		ENDERLE GROUP	1
INTERNATIONAL	10	ENTERPRISE MANAGEMENT	
AUTOXRAY INC.	23	ASSOCIATES INC.	8, 10, 12
BANESCO BANK	1	EPSON AMERICA INC.	23
BANK OF MONTREAL	1	EQUALLOGIC INC.	14
BELKIN CORP.	23, 34	FACETIME COMMUNICATIONS INC.	7
BINNEY & SMITH INC.	37	FINANCIAL INSIGHTS	7
BMC SOFTWARE INC.	10	FINGERWORKS INC.	23
BMG MUSIC PUBLISHING	23	FORRESTER RESEARCH INC.	1, 48
BMO FINANCIAL GROUP	1	FRONTIER SOLUTIONS INC.	10
BORLAND SOFTWARE CORP.	8	FUJI PHOTO FILM U.S.A. INC.	23
B1 GROUP PLC	14	FUJITSU COMPUTER SYSTEMS CORP.	32
BUSINESS DESIGN LABORATORIES	23	GARTER INC.	34
CABASNET	38	GARTNER INC.	1, 12, 37, 40, 53, 54
CINGULAR WIRELESS LLC	12	GLOBAL EXCHANGE SERVICES INC.	38
CISCO SYSTEMS INC.	12, 23, 34	GLOBAL GRID FORUM	30
CLARIAN HEALTH PARTNERS INC.	12	HEWLETT-PACKARD CO.	12, 14, 54

HITACHI LTD.	14, 21	INTEL CORP.	1, 10, 14
HOLOGIC INC.	18	INTERNATIONAL INFORMATION SYSTEMS	
HUDSON HIGHLAND CENTER FOR		SECURITY CERTIFICATION	
HIGH PERFORMANCE	44	CONSORTIUM	44
HUDSON'S BAY CO.	1, 14	INVENTURE SOLUTIONS INC.	1
IBM	1, 6, 7, 8, 10, 12, 19, 20, 30, 37, 53	IOLO TECHNOLOGIES LLC	23
IDC	42, 44	ISUPPLI CORP.	21
IMLOGIC INC.	7	IT LEADERSHIP ACADEMY	20
INSTITUTE OF ELECTRICAL AND		J.P. MORGAN CHASE & CO.	10
ELECTRONICS ENGINEERS INC.	34	JABBER INC.	7
INTEL CORP.	1, 10, 14	KANGURU SOLUTIONS	23
INTERNATIONAL INFORMATION SYSTEMS		KAWASAKI MOTORS CORP. USA	1
SECURITY CERTIFICATION		KURT SALMON ASSOCIATES INC.	37
CONSORTIUM	44	LEICA CAMERA AG	23
INVENTURE SOLUTIONS INC.	1	LEXAR MEDIA INC.	23
IOLO TECHNOLOGIES LLC	23	LEXISNEXIS GROUP	42
ISUPPLI CORP.	21	LG PHILIPS LCD CO.	21
IT LEADERSHIP ACADEMY	20	LIBRA SECURITIES LLC	7
J.P. MORGAN CHASE & CO.	10	LOGITECH INTERNATIONAL SA	23
JABBER INC.	7	LORD, ABBETT & CO.	1
KANGURU SOLUTIONS	23	LOWE'S COMPANIES INC.	37
KAWASAKI MOTORS CORP. USA	1	LSI LOGIC CORP.	14
KURT SALMON ASSOCIATES INC.	37	MAERSK OATA AS	12
LEICA CAMERA AG	23	MARIMBA INC.	10
LEXAR MEDIA INC.	23	MATRIX SEMICONDUCTOR INC.	23
LEXISNEXIS GROUP	42	MATSUSHITA ELECTRIC	
LG PHILIPS LCD CO.	21	CORPORATION OF AMERICA	21
LIBRA SECURITIES LLC	7	MATTEL INC.	23
LOGITECH INTERNATIONAL SA	23	MAXTOR CORP.	14
LORD, ABBETT & CO.	1	MCNC INC.	30
LOWE'S COMPANIES INC.	37	META GROUP INC.	42
LSI LOGIC CORP.	14	MICROSOFT CORP.	1, 8, 7, 8, 12, 14, 23, 32, 37
MAERSK OATA AS	12	MONSTER WORLDWIDE INC.	44
MARIMBA INC.	10		

M-SYSTEMS FLASH		ROCHE DIAGNOSTICS CORP.	1
DISK PIONEERS LTD.	23	UNILECT CORP.	7
NATIONAL ASSOCIATION OF		UNIVERSITY OF FLORIDA	53
SECURITIES DEALERS	7	UNIVERSITY OF NEW HAMPSHIRE	14
NATIONAL LAMBDARAIL LLC	30	U.S. DEPARTMENT OF JUSTICE	6
NEC CORP.	14	U.S. SECURITIES AND EXCHANGE	
NITROSECURITY LLC	8	COMMISSION	7
OAKLEY INC.	23	VANCOUVER CITY SAVINGS	
OPSWARE INC.	6	CREDIT UNION	1
ORACLE CORP.	18, 30	VERIFIED VOTING FOUNDATION INC.	7
PACCAR INC.	1	WALGREEN CO.	37
PALMONE INC.	23	WAL-MART STORES INC.	37
PAYSTREAM ADVISORS INC.	42	WEGMANS FOOD MARKETS INC.	37
PEDPLESOFT INC.	8, 18, 53	WELLPOINT HEALTH NETWORKS INC.	10
PHILIPPINE LAMB AND MEDIUM		WI-FI ALLIANCE	34
ENTERPRISES DEVELOPMENT		WORLD WRESTLING	
FOUNDATION INC.	14	ENTERTAINMENT INC.	23
PHILIPS ELECTRONICS NV	6	WORLDWIDE RETAIL EXCHANGE LLC	38
PTAK, NOEL & ASSOCIATES	10	XEROX CORP.	10
RATIONAL SOFTWARE CORP.	6	YAHOO INC.	7
RELICDRE INC.	10		
REMEDY CORP.	10		
RENDITION NETWORKS	8		
RESEARCH IN MOTION LTD.	23		
ROCHE DIAGNOSTICS CORP.	1		
RULESPOWER INC.	8		
SAMSUNG ELECTRONICS CO.	21		
SANTA CLARA UNIVERSITY	1		
SANTA CLARA VALLEY WATER DISTRICT	1		
SANTA'S BEST	38		
SAP AG	6		
SAP AMERICA INC.	6		
SCSI TRADE ASSOCIATION	14		
SEAGATE TECHNOLOGY LLC	14		
SECURED SERVICES INC.	8		
SENECA FOODS CORP.	38		
SINFOS GMBH	38		
SMART & FINAL INC.	37		
SMARTLINE INC.	32		
SOCIETY FOR INFORMATION			
MANAGEMENT	42		
SONY CORP.	21		
SPRINT CORP.	23		
SSA GLOBAL TECHNOLOGIES INC.	6		

STELLAR TECHNOLOGIES INC.	7
STERLING COMMERCE INC.	34, 38
SUN MICROSYSTEMS INC.	1, 30
SUPERVALU INC.	37
SYBASE INC.	6
TANEJA GROUP INC.	14
TCL THOMSON ELECTRONICS CORP.	21
TEXAS FARM BUREAU INSURANCE COS.	1
THE APACHE SOFTWARE FOUNDATION	12
THE CARTOON NETWORK	23
THE HOME DEPOT INC.	37
THE SCO GROUP INC.	8
THE STANDISH GROUP	
INTERNATIONAL INC.	54
THE YANKEE GROUP	1, 12
THOMAS WEISEL PARTNERS LLC	7
THOMSON FINANCIAL LLC	7
TIVOLI SOFTWARE	10
T-MOBILE USA INC.	23
TOMTOM BV	23
TOSHIBA CORP.	21
TOWERGROUP	7
TRANSORA INC.	38
UCCNET INC.	38
UNIFORM CODE COUNCIL INC.	38
UNILECT CORP.	7
UNIVERSITY OF FLORIDA	53
UNIVERSITY OF NEW HAMPSHIRE	14
U.S. DEPARTMENT OF JUSTICE	6
U.S. SECURITIES AND EXCHANGE	
COMMISSION	7
VANCOUVER CITY SAVINGS	
CREDIT UNION	1
VERIFIED VOTING FOUNDATION INC.	7
WALGREEN CO.	37
WAL-MART STORES INC.	37
WEGMANS FOOD MARKETS INC.	37
WELLPOINT HEALTH NETWORKS INC.	10
WI-FI ALLIANCE	34
WORLD WRESTLING	
ENTERTAINMENT INC.	23
WORLDWIDE RETAIL EXCHANGE LLC	38
XEROX CORP.	10
YAHOO INC.	7

ADVERTISER'S INDEX

Advanced Micro Devices	15
www.amd.com	
Best Places to Work in IT	1
www.computerworld.com/best_places05	
Broadcom	20/21
www.gobroadcom.com	
Canon	2, 3
www.imagerunner.com	
EMC	45
www.emc.com	
F5 Networks Inc.	39
www.f5.com	
Finisar	55
www.finisar.com	
Hewlett-Packard	4
www.hp.com	
IBM D82	41
www.ibm.com	
IBM Software	28-29
www.ibm.com	
Intel	31
www.intel.com	
IronPort	22
www.ironport.com/leader	
Microsoft Manageability	9
microsoft.com/wssystem	
Nokia	35
www.nokia.com	
Peregrine Systems	17, 19
www.peregrine.com	
Samsung	43
www.samsungusa.com	
SAS	13
www.sas.com	
SBC Communications	33
www.sbc.com	
Sun Microsystems	56
www.sun.com	
SunGard Availability Services	36/37*
www.sungard.com	
Webroot	11
www.webroot.com	
*Regional Select Edition	

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Continued from page 1

Collaboration

data center manager at Lord, Abbett & Co., a Jersey City, N.J.-based mutual funds firm. Joseph added that he thinks the long history of conflict between Microsoft and Sun will make it difficult for them to

build interoperable products.

Stan Johnson, a Portland-based LAN services manager for Multnomah County in Oregon, said he would like to have a single management console that he could use to populate or oversee end-user accounts in Microsoft's Active Directory and on Sun systems.

But Johnson remains skepti-

cal about the long-term potential of the Sun-Microsoft alliance. "They're moving in the right direction, but I still think, right now, they have their own turf that they're interested in," he said. "So I'm not sure where it's going to pan out."

To be convinced that the alliance will produce results, Johnson said, he needs to see "a real product in hand that shows the collaboration," rather than just hear the vendors talk about their joint work.

Looking for Meaning

Several analysts said they heard nothing new in the first progress report that the two companies issued since their April announcement of a broad cooperation agreement, which also included a payment of nearly \$2 billion from Microsoft to Sun to settle outstanding litigation between them [QuickLink 45957].

Tom Bittman, an analyst at Gartner Inc., said the update was issued with "a defensive rationale" to help the vendors prove that they're collaborating. Bittman said he has no doubts that they're working together against their primary competitor, IBM. But he added that he isn't sure it matters anymore "because Sun's influence isn't nearly as strong as it used to be."

"In terms of real progress, you'd have to search hard to find anything. I didn't really hear anything meaningful at all," said Rob Enderle, an analyst at Enderle Group in San Jose. He said he thinks the two companies may never have intended to cooperate much beyond their initial agreement, which gave Sun a cash infusion and allowed Microsoft to free itself from antitrust and patent lawsuits.

Hank Vigil, vice president of consumer strategy and partnerships at Microsoft, objected to the vendors' collaboration efforts being characterized as modest in scope. "If you think about the history

grade to the latest version of the transaction server, he is interested in finding ways to expose CICS applications as Web services. Ware's department runs a data center that supports several educational entities in the state.

"A lot of the financial applications are being moved into PeopleSoft, [and] PeopleSoft is primarily an XML messaging set of applications," he said. "Web services for CICS and XML support make that type of integration fairly seamless and easy."

The Florida data center currently uses a CICS socket-interface feature available in IBM's z/OS Communications Server to Web-enable applications.

Deriving Benefits

Dale Vecchio, an analyst at Gartner Inc., said that while support for Web services is a plus for IBM's large installed base, the real benefit from the new server comes from its support of C++.

"The challenge for CICS is its dependence on the procedural paradigm of Cobol for development," he said. "You can use Java in CICS, but it's a bit of a forced fit. Now they are trying to offer an alternative to Cobol and Java."

The transaction gateway is scheduled to ship next month, and the transaction server will be available in March. **Q 51217**

CICS Transaction Server Adds Web Services Support

Also offers C++ support as Cobol, Java alternative

BY HEATHER HAVENSTEIN

IBM last week rolled out a new version of its CICS Transaction Server software that will let users extend mainframe data to service-oriented architectures.

CICS Transaction Server for z/OS v3.1 will allow CICS to function as both a provider and consumer of Web services, said Phil Hanson, IBM CICS product manager.

CICS, which celebrated its 35th anniversary this year, provides high-volume transaction processing for mainframes. The upgrade will let Cobol, C and C++ automatically convert between XML and their language structures, IBM said.

The new version, which adds support for C++ and enhanced support for the Secure Sockets Layer protocol, also lets developers use WebSphere Studio Enterprise Developer as a tool for application transformation and integration, Hanson said. IBM also released CICS Transaction Gateway v6, a tool for connecting CICS applications to its WebSphere application server.

Steve Ware, CICS system programmer at the University of Florida in Gainesville, said that although his organization has no immediate plans to up-

PROGRESS REPORT FROM MICROSOFT AND SUN

Interoperability

■ Sun has achieved VeriTest certification for its Java System Directory Server Enterprise Edition, Java System Access Manager and Java System Identity Manager on Windows Server.

■ Sun is working to validate the Access Manager and Identity Manager tools in identity management scenarios using Microsoft's Active Directory to store end-user credentials.

■ The companies have also worked to ensure that Windows XP Service Pack 2 is interoperable with the latest versions of Sun's Java Runtime Environment and StarOffice suite.

Windows on Sun

■ Sun's Opteron-based servers and workstations are now certified as "Designed for Windows."

■ The workstations use Opteron's enhanced virus protection feature for Windows XP SP2.

Customer support

■ Sun is working to establish a competency center in Redmond, Wash., for users to test applications involving Microsoft and Sun technologies.

Web services

■ Microsoft and Sun have co-authored, with other companies, four Web services specifications: WS-Addressing, WS-Eventing, WS-Metadata Exchange and WS-Management.

Java

■ Microsoft is pointing customers to Sun's Java Virtual Machine software.

Storage

■ The companies are working to ensure that Sun's StorEdge 6920 disk arrays support Microsoft's Virtual Disk Service and Volume Copy Shadow Service software.

■ The StorEdge 6920 received the "Designed for Windows" logo.

between Sun and Microsoft, it was quite a contentious history, where our ability to even talk to each other was not at all clear," he said. "I think that the eight months have proven not only are we crawling well, but we're learning how to walk, and someday we expect to run together."

Similarly, Greg Papadopoulos, chief technology officer at Sun, described the change in the nature of his company's relationship with Microsoft as "a 180-degree U-turn."

The vendors have held 15 executive meetings in the past five months, including talks between Papadopoulos and Bill Gates, Microsoft's chairman and chief software architect, and between Microsoft CEO Steve Ballmer and Sun CEO Scott McNealy.

Two-dozen engineers are also meeting face to face on a monthly basis to discuss technical issues, according to Andrew Layman, director of distributed systems and interoperability at Microsoft.

Papadopoulos pointed out that he and Gates have also

met jointly with an unspecified number of major customers. The users helped the companies get their priorities straight, said Papadopoulos, adding that they listed IT security, identity management, Java and better interoperability through Web services as issues that are important to them.

Several users agreed that it would be helpful for Sun and Microsoft to work on those technologies. Roger Wilding, a senior technical engineer at a global transportation company that he asked not be identified, said it has been hard to get Java to work well on Windows-based systems. As a result, his company needs the interoperability that Web services technology promises.

Chuck Howard, a business development manager at Texas Farm Bureau Insurance Cos. in Waco, said he would like to see additional integration of Microsoft's .Net technology and Java 2 Enterprise Edition. **Q 51218**

Reporter Patrick Thibodeau contributed to this story.

FRANK HAYES ■ FRANKLY SPEAKING

Numbers Game

DEPARTMENT OF CORRECTIONS: Last month in this space, I reported on The Standish Group's most recent Chaos survey. I said that only 28% of IT projects succeed, 18% are canceled, and 51% are "challenged" — seriously late, over budget and lacking expected features. Some readers wrote in to point out that the numbers don't add up: 28% plus 18% plus 51% makes only 97%.

They're right. I botched the numbers. That 51% comes from 2003. This year, 54% of U.S. IT projects fell into the challenged category.

Yeah, the numbers were wrong. But at least they weren't ridiculous — or worse. And that brings us around to a new Gartner forecast (see story, page 1).

According to analyst Donna Scott, speaking at Gartner's annual data center conference in Las Vegas, up to half of all IT operational jobs could disappear over the next 20 years because of improved data center automation.

Got that? Gartner's telling us what we can expect for data center staffing circa 2024. That'll come in very handy for the next quarterly IT budget adjustment, won't it?

It's easy to make fun of a prediction like this. We know the numbers aren't meaningful, because no one can gin up useful numbers two decades in advance. Just looking a few years out, predictions get shaky.

For example, only three years ago, Gartner Chairman Michael Fleisher predicted that half of the household-name IT vendors wouldn't exist in three years. That pronouncement made for some big headlines in 2001, just as Hewlett-Packard was swallowing Compaq. But it's not a prediction you'll see Gartner bragging about these days.

(Gartner still stands by Fleisher's statement — sort of. Vendor consolidation will just take longer and may not be as extreme as predicted, the company now says. Translation: "We botched the numbers, but we still think some consolidation will happen eventually.")

But a 20-years-out prediction is also troubling. It could be right — but only if nothing in IT really changes. That's not likely. Major disruptions and surprising shifts could hit us in both the technology and business worlds.

In 20 years, IT operations could

conceivably be running on a lights-out basis, almost completely automated. Operations staff cut by 50%? It might be 80% or 95%.

Or automation might wipe out systems administrators and operators, but operations staff head count might stay level, thanks to a vastly expanded training and support function.

Or the IT operations staff might have to increase because IT has taken on functions we'd never imagine as IT work today. (Who thought in 1984 that IT would serve as a retail store, switchboard and mailroom?)

Or in 20 years, IT operations might be completely outsourced, making head count estimates meaningless. Or it might be invisible in the budget because departments will have taken over their own IT operations to run them more effectively than centralized IT — not necessarily more *efficiently*, but more *effectively*.

We simply don't know what IT operations will look like in 20 years. And the only way Gartner can forecast IT operations staffing 20 years out is by encouraging a simple-minded "the future will look just like the past" world view.

That's a dangerous way of thinking. We're always at risk when we slip into it — even without the help of analysts who should know better.

Gartner folks, we understand what you're trying to tell us: Improved data center automation will reduce IT operations staffing needs eventually.

But please, don't dress that up as a 20-year prediction, or botching the numbers will be the least of your mistakes. ☎ 51174



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Details, Details

This database server is suddenly getting slammed with queries — and a support pilot fish soon gets calls complaining that the ERP system won't respond. Restarting it doesn't help, but fish finally finds the culprit: a runaway calculation in the production scheduler. "The engineer needed some training on how to pay attention to detail," fish sighs. "Instead of scheduling one work order to make 100,000 parts, the system was generating 100,000 work orders and all the requirements to make one part each."

Um, No

Power goes out often in this company's area, so IT has a backup

generator and even a small UPS on each PC.

When a frantic programmer calls during an outage insisting that the mainframe is down, support pilot fish is pretty sure it's not. He checks. It's fine. "I walked down to the programmer's cube, and it was obvious the battery on her UPS gave out," says fish. "I tried to explain that, but she looked at me like I had three heads and said, 'Everyone knows the power comes from the cabling connected by the mainframe.'"

SHARK TANK

you only pay me 35 cents per mile for using my own vehicle."

Thanks, Boss

Rushing between meetings at his company's U.K. office, IT manager tells new hire to set up a color printer that just arrived. "The newbie dutifully begins to connect all the cables, when there is an almighty bang and billowing white smoke," reports a pilot fish watching. "An hour later, the manager sticks his head around the door and says, 'Oh, and be careful when you plug it in — it's from our U.S. office.'"

Some Surprise

Boss returns from a trip complaining that the airline broke his laptop. Sure enough, the screen is shattered — and the boss admits he found it in that condition when he picked it up from baggage claim. "He said this probably happens all the time," grumbles a pilot fish there. "We had to send an e-mail to the whole company, explaining the danger of checking your laptop as luggage. We got quite a few snickers about that e-mail."

It All Adds Up

Owner of this local office-products company is discussing how to bill customers when techs go out on service jobs. "The boss is really tight with a penny," on-scene pilot fish says, "so when one tech suggested we bill 40 cents per mile, he replied, 'Studies show that to come out even, you have to bill at least 47 cents per mile. Otherwise, we'll be losing money.' The tech said, 'Well, maybe we need to talk about why

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* Source: Fabric Computing: Beyond the N-tier Data Center, RBC Capital Reports Oct 2003

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